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## Chongqing Digital Publishing Industry Development Report (Postprint)

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### Abstract

ChinaXiv Cooperative Journal: Media Watchtower Special Issue Chongqing Digital Publishing Industry Development Report By Chongqing Municipal Culture Commission, Chongqing Hualue Digital Culture Research Institute

### Full Text

#### Preamble

**ChinaXiv Cooperative Journal: Media Watchtower Special Issue  
Chongqing Digital Publishing Industry Development Report**  
*By Chongqing Municipal Culture Commission, Chongqing Hualue Digital Culture Research Institute*

#### 2017 Development Overview

In 2017, Chongqing's digital publishing industry demonstrated strong growth momentum, with total output value reaching 17.958 billion yuan. The city was home to 21 online publishing service units, four more than the previous year. Digital education emerged as a primary highlight of the industry, maintaining stable development while traditional publishing houses achieved notable success in digital transformation—all conventional publishers have now expanded into digital publishing operations, making this a sector with considerable promise.

The city's online publishing service enterprises showed robust development trends. Among the 21 such enterprises (including four newly added in 2017), 19 units generated output value of 1.003 billion yuan and online publishing revenue of 316 million yuan, representing a 13.2% year-over-year increase. Hualong.com's online publishing revenue surpassed 100 million yuan, reaching 195 million yuan (up 15.4%), while CQVIP's online publishing service revenue

reached 85 million yuan (up 10.5%), and Southwest China Normal University Press's online service revenue surged by 38.4%.

The industry pioneered innovative business models centered on content services, including “content + cultural creativity,” “content + e-commerce services,” “content + education services,” “content + think tank services,” and “technology + education services.” The Liangjiang New Area National Digital Publishing Base earned recognition as a national press and publishing base, with its industrial agglomeration capacity continuously strengthening.

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## 1. Industry Scale and Current Status

In 2017, Chongqing had over 3,000 legal entities and division-level units engaged in digital publishing and related industries, including 715 corporate enterprises (471 of which were non-traditional publishing companies established to conduct digital publishing business). According to full-scope statistics, digital publishing and related industries generated output value of 17.958 billion yuan and added value of 9.413 billion yuan, yielding an added-value rate of 53% and accounting for 0.92% of the city's GDP.

By business distribution, more than 100 emerging publishing units focused on digital content production and publishing, primarily engaged in digital content creativity and production, with some involved in content publishing services. Over 150 enterprises specialized in digital publishing technology R&D, mainly providing software support services. Following the *National Economic Industry Classification (2017)*, the digital publishing industry comprises five categories: digital publishing product production services, digital publishing support services, and smart equipment manufacturing. Digital publishing product production services and support services constitute the industry's core.

In 2017, Chongqing's digital publishing product production services generated 9.081 billion yuan in output value, comprising digital publishing services (3.15 billion yuan), digital content services (4.65 billion yuan), and digital entertainment services (1.281 billion yuan). Digital publishing support services reached 8.313 billion yuan, including digital publishing software services (4.329 billion yuan), network access services (2.534 billion yuan), digital publication distribution (316 million yuan), digital publishing information consulting services (472 million yuan), and digital publishing operation platforms (190 million yuan). Digital reading equipment manufacturing and sales contributed 564 million yuan.

The digital publishing service sector encompasses 13 categories, including internet advertising, online gaming, online news, digital journal publishing, digital newspaper publishing, digital book publishing, digital education, online games, and internet animation. The top five sub-sectors by share are internet advertising services (47.03%), online gaming services (10.08%), online game publishing

(7.91%), online news services (6.78%), and digital education (6.60%). Internet advertising remains the primary revenue source for Chongqing's digital publishing industry, while online game production and publishing services have become a key growth driver, with Perfect World, Xunyou, and other introduced enterprises alongside local game companies experiencing rapid expansion.

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## 2. Significant Results in Digital Transformation of Traditional Publishing

Digital transformation of traditional publishing represents a key priority for the current and future period. Chongqing currently has 135 journal titles, 46 newspapers, 3 publishing houses, and 37 district/county newspapers—all requiring digital transformation to meet contemporary user demands. The municipality has designated nine municipal-level transformation demonstration units, seven of which have been recognized as national-level digital publishing demonstration units. Among these nine units are three publishing houses, three newspapers, and three journals.

Demonstration units' operations concentrate primarily on digital reading, knowledge services, big data, integrated publishing, and platform construction, generating 840 million yuan in output value in 2017—accounting for 81.7% of total revenue among the 21 publishing service units. These units have essentially established digital operations and platforms. Chongqing Daily Newspaper Group, with five units holding online publishing qualifications, has evolved into a modern, comprehensive media group encompassing 15 newspapers, 4 journals, 13 websites, 5 mobile terminals, 81 WeChat official accounts, 25 Weibo accounts, Chongqing Daily electronic reading screens, Chongqing Mobile News, outdoor LED displays, and 147 other media terminals, reaching nearly 100 million daily audience impressions. The group has formed an integrated “4+1” media matrix and industrial cluster: a party newspaper cluster led by Chongqing Daily, a new media cluster led by Hualong.com, a new metropolitan newspaper cluster led by Upstream News (coordinated with Slow News, Upstream Finance, and print media), and specialized/industry media clusters including Today Chongqing, Chongqing Legal News, and New Women.

Chongqing Publishing Group has established four main digital publishing businesses: digital copyright operations, value-added services, online education, and e-commerce. Contemporary Party Member Magazine has created a “1+3+3+5” party-building omnimedia communication framework: one Contemporary Party Member client, three digitized journals (*Contemporary Party Member*, *Party Member Digest*, *Party Lesson Reference*), three websites (Seven-One Net, Chongqing Non-Public Party Building Net, Chongqing State-Owned Enterprise Party Building Net), and five WeChat official accounts (Party Building Headlines, Leaders Headlines, Party Member Digest, Party Lesson Reference, Chongqing Talent). The magazine has undertaken five

digital publishing projects: the “Party Building and Social Science Journals Editing, Management, and Distribution Platform,” the “Socialist Core Value System Omnimedia Innovative Interactive Party Lesson Education Platform,” the Chongqing Digital Publishing Fund-supported “Chongqing Party Building Cloud Platform,” the “Party Building and Social Science Journals and Emerging Media Convergence Development Service Platform,” and the “Internet Plus” party-building omnimedia communication platform.

Business Media Group has integrated content resources to create a comprehensive, omnimedia, full-scenario business and financial content service platform for *Business* magazine, delivering multi-angle, multi-dimensional business information tailored to entrepreneurs across different levels, industries, and scenarios through audio, video, graphic livestreaming, and video livestreaming. The group has also expanded the Business Leaders Club’s community functions to meet entrepreneurs’ needs for networking, resource integration, and capital matching.

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### 3. Further Enhancement of Integrated Development Capabilities

After several years of development, Chongqing’s digital publishing industry has formed a new publishing ecosystem extending from content service core industries, emphasizing the “content service +” business format. First, the “content + cultural creativity” model: *Chinese Handicraft* magazine has deeply integrated its accumulated content resources, user base, and interviewee network to create “Baigong Craftsmanship,” generating nearly 2 million yuan in annual sales—exceeding the magazine’s own revenue. The Shouyi APP has surpassed one million downloads, with monthly readership far exceeding the print magazine’s audience. Meanwhile, the Shouyi Workshop in Shenzhen and the Yimei Handicraft studio in Chongqing’s Eling district receive nearly 1,000 daily visitors, generating annual sales approaching 10 million yuan. This has created a complete handicraft industry chain, realizing media value by ensuring “good craftsmanship has value.”

Second, the “content + e-commerce services” model: *Farmers’ Science and Technology* magazine leverages its close connections with rural areas to expand online platform functions and integrate e-commerce, creating the “Taotuhuo” rural e-commerce platform with annual revenue exceeding 3 million yuan. Southwest China Normal University Press has utilized its online publishing platform to conduct basic education textbook sales, listing over 1,000 textbook titles and generating 5.6 million yuan in e-commerce sales in 2017—an 81% increase from 2016.

Third, the “content + education services” model: The “Linghu Extracurricular” APP has developed standardized activity and competition management systems, online competition services, youth literacy evaluation platforms, and offline activity management systems to create an integrated service platform for youth ac-

tivities and competitions. It provides organization, discovery, registration, participation, and third-party reporting services for various youth-appropriate activities and competitions, enabling integrated development of traditional youth industries and education services in mobile internet environments while promoting core competency development. The project won the “2017 Most Valuable Project” award from the Chongqing Technology Venture Capital Association.

Fourth, the “content + think tank services” model: Zhixiang Digital Technology has integrated Business Media’s historical resource database and expert resources to build a “SME Leapfrog Development Think Tank,” addressing information, resource, and capital shortages during transformation and upgrading. This serves as the first media think tank in Chongqing’s financial media sector, supporting enterprise system construction, marketing, and capital operations.

Fifth, the “technology + education services” model: Chongqing University Press’s subsidiary Chongqing DIPa Digital Media has developed the “New-form Textbook Support Platform,” achieving “textbook + digital content + platform-based teaching tools” to enhance traditional textbook service capabilities. Its “Keshufang Smart Mobile Classroom” project provides online teaching services, offering comprehensive digital teaching solutions of “digital technology + software + platform” to educational institutions at all levels, providing strong support for smart teaching.

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#### 4. Continuous Strengthening of Industrial Agglomeration in Digital Publishing Bases

**Significant Revenue Growth for Base Enterprises.** In 2017, base enterprises held assets of 8.669 billion yuan and generated total digital publishing output value of 6.458 billion yuan. The top eight enterprises (CR8) accounted for 44.2% of base revenue, while the top four (CR4) represented 26.8%. Nine enterprises—including Perfect World (Chongqing) Interactive Technology, Chongqing Xiaoxian Online Technology, Chongqing Hualong Network Group, Chongqing Zhu Bajie Intellectual Property Services, and Yesky—achieved annual output value exceeding 100 million yuan.

**Industrial Agglomeration Capacity Basically Formed.** In 2017, Chongqing had over 3,000 legal entities and division-level units engaged in digital publishing and related industries, including 715 corporate enterprises (471 being non-traditional publishing companies). Among these corporate enterprises, 352 were located in the base. Of the city’s 21 online publishing-qualified enterprises, 14 were clustered in the base. A location entropy measurement of Chongqing’s 38 districts/counties (development zones) showed the Liangjiang New Area Digital Publishing Base with a location entropy of 5.66, demonstrating specialized division of labor and economies of scale with industrial agglomeration effects at the highest specialization level.

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## Challenges Facing Chongqing's Digital Publishing Industry

### 1. Severe Shortage of Digital Publishing Talent

As a core segment of the digital culture industry and a critical node for culture-technology integration, digital publishing is a typical convergence industry spanning high-tech, information technology, and cultural sectors. This industrial attribute demands strong innovation capacity, which fundamentally depends on talent—particularly convergent talent. Currently, Chongqing's digital publishing workforce primarily comprises professionals from literature, journalism, computer science, information engineering, and business management backgrounds, lacking talent thoroughly familiar with digital publishing operations and those with pure digital publishing education.

Three main factors contribute to this shortage: First, most digital publishing units are transformed or expanded from traditional publishing houses, transitioning from divisions to industrial units. Staffing tends to favor in-place transformation of existing personnel, resulting in fragmented operations where different business units lack mutual understanding of product development and market operations, leading to disconnected production and sales. Second, Chongqing's digital publishing industry environment remains unsuitable for talent development. On one hand, enterprises insufficiently prioritize digital publishing, relegating it to marginal status and causing digital publishing professionals to become marginalized with inadequate compensation relative to their contributions. On the other hand, a self-development environment for digital publishing talent has not yet formed; professionals hit career ceilings and relocate to regions with more concentrated digital publishing enterprises and advanced technologies. Third, enterprises inadequately invest in talent cultivation. Companies lack medium- and long-term strategic plans for digital publishing talent development and are unwilling to conduct systematic training. For instance, in 2017, Chongqing received four slots in the “National Digital Publishing Thousand Talents Program,” but only one person actually enrolled.

### 2. Insufficient Innovation Momentum

Chongqing's digital publishing enterprises show strong interest in new technologies but weak desire for technology R&D, particularly regarding strategically critical technologies. While digital publishing technology evolves rapidly and national press and publishing authorities provide guidance, local enterprises have not prioritized this due to input-output considerations. First, enterprises have limited R&D capacity and resource aggregation ability. Most are SMEs with few R&D personnel and limited capital, unable to strategically pre-position in key technology areas. Second, long investment-return cycles affect large enterprises' performance evaluations, preventing sustained investment. For example, Chongqing Publishing Group's RFID project, despite significant early invest-

ment and patent acquisition, could not achieve mass production and was abandoned. Third, dispersed municipal R&D funds fail to guide enterprises toward focused R&D. Digital publishing spans three main departments—Municipal Culture Commission, Municipal Economic Information Commission, and Municipal Science and Technology Commission—with business guidance belonging to the Culture Commission, putting enterprises at a disadvantage when applying for other departments' projects. Fourth, relevant policies face implementation difficulties. Under the innovation-driven development environment, national and municipal innovation policies struggle to take root in digital publishing due to cultural attribute constraints requiring new mechanisms to overcome systemic restrictions, and because core enterprises are state-owned, making it difficult to implement innovation-driven policies. Multi-department consensus on incentive systems would facilitate policy implementation.

### 3. Financial Support Has Not Yet Formed a Unified Force

As an infant industry, digital publishing requires substantial capital investment. When external capital faces barriers, optimizing internal capital allocation and strengthening policy guidance become crucial. Chongqing has limited dedicated digital publishing funds with dispersed focus.

**From a total funding perspective**, the municipal finance allocates only 1 million yuan directly for digital publishing guidance, drawn from municipal propaganda and culture funds. This supports 8-10 projects annually with maximum funding of 200,000 yuan per project—insufficient for digital publishing projects requiring millions to tens of millions in investment. For example, Chongqing Daily Newspaper Group's "News Content Production and Operation Supervision Platform" actually invested 120 million yuan, while Classroom Inside and Outside Magazine's "Youth Culture Education Digital Service and Interactive Platform Construction and Operation" invested 32 million yuan. The Municipal Science and Technology Commission and Economic Information Commission provide some support from R&D and informatization funds, but both project numbers and amounts remain limited.

**From main funding channels**, at least three municipal financial channels support digital publishing: (1) Propaganda and culture special funds managed by the Municipal Propaganda Department and Culture Commission; (2) Science and technology special funds managed by the Science and Technology Commission for basic, frontier, and breakthrough R&D; and (3) Industrialization and informatization special funds managed by the Economic Information Commission, primarily for industrial informatization transformation. These three channels have different funding priorities and remain relatively dispersed without forming synergistic force.

**From non-main channels**, digital publishing has not attracted technology finance or cultural investment funds. Although Chongqing has established a city-district two-tier technology finance system, digital publishing's large investment

requirements, rapid technological iteration, high risks, and long payback periods make it unattractive to investment platforms and funds, with no large-scale investment cooperation cases. Cultural industry investment funds similarly remain cautious due to return concerns; one investment company withdrew its 60 million yuan investment in a well-known local client after seeing no prospects.

In reality, Chongqing's overall financial support for digital publishing is weak and fragmented, unable to form unified force to advance industry development.

#### **4. Prominent Resource Silo Phenomenon**

Resource silos constitute a major challenge for Chongqing's digital publishing development. Due to the overall weakness of traditional publishing and dominance of SMEs in emerging publishing, the industry exhibits a scattered, point-based development pattern. The core issue is that different enterprises build platforms and aggregate resources based on their own advantages, preventing the formation of industrial strengths.

Digital education, a distinctive highlight of Chongqing's digital publishing, currently operates multiple independent resource platforms: curriculum standard platforms from Chongqing Publishing Group and Southwest China Normal University Press, Linghu Extracurricular and Yibi Composition from Classroom Inside and Outside Magazine, and Keshufang from DIPa Digital Media for basic and vocational education. In continuing education, Contemporary Party Member Magazine and Business Media have also entered the market. These isolated platforms fail to create resource advantages.

Three factors create this phenomenon: First, enterprises minimize risk by leveraging their own resources and technical capabilities with minimal investment to find quick-return paths into digital publishing. Second, weak cooperation awareness leads enterprises to operate independently and contentedly in their own niches without broader vision. Third, the government's industry guidance power remains insufficiently released, with limited funds unable to genuinely direct industrial development.

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## **2018 Development Trends for Chongqing Digital Publishing**

### **1. Value Orientation of Digital Publishing Industry Will Change**

The cultural attribute of digital publishing determines its strategic position in Chinese cultural inheritance and "going global" initiatives. To some extent, digital publishing is both crucial content for enhancing people's cultural sense of gain, happiness, and security, and an important form for spreading Chinese culture along the 21st-century digital Silk Road, playing a greater role in building

online-offline concentric circles. Consequently, its value orientation will shift in several ways:

**First, greater emphasis on public service attributes.** The March 2018 state institutional reform plan will increase focus on public service attributes. On one hand, this will accelerate traditional publishing digital transformation and digital publishing development; on the other, it will place greater emphasis on social benefit evaluation. Digital publishing's dissemination channels and characteristics play important roles in advancing public cultural services and balanced cultural resource allocation.

**Second, as an important carrier for Chinese cultural inheritance.** Using digital technology to transform and preserve historical documents, employing big data and intelligent means to promote historical and cultural resource development, and creating digital cultural products better suited to contemporary contexts and netizen demands represent innovative cultural inheritance pathways. Over the past four years, Chongqing invested over 15 million yuan in digital rescue protection of historical documents, establishing several specialized databases. In early 2018, Chongqing's municipal party committee and government launched an innovation-driven development strategy led by big data intelligence, which will inevitably enhance digital publishing's role in cultural inheritance.

**Third, as an important carrier for Chinese culture going global.** Cultural "going global" is a national cultural development strategy. Chongqing serves as a strategic pivot for western development and a connection point for the Belt and Road Initiative and Yangtze River Economic Belt, giving it clear strategic importance. In recent years, Chongqing's digital publishing industry has made beneficial attempts in this regard. Southwest China Normal University Press's "Country-specific (Thailand) Chinese Teaching Resource Database and Chinese Culture Communication Platform" has been used in hundreds of schools across six Thai provinces, earning widespread recognition and praise from local teachers and students, paving the way for Chongqing's digital publishing industry to go global. More digital publishing products will shoulder the important task of carrying Chinese culture abroad.

## 2. New Technology Applications in Content Scenario Innovation

New technology applications are crucial drivers for digital publishing product innovation. First, experiential scenario technologies are gaining attention. In 2017, Chongqing Tianjian Internet Publishing launched research on AR application standards in digital publishing. In early 2018, the innovation-driven development strategy led by big data intelligence explicitly promoted development of AR, VR, MR, holographic imaging, and glasses-free 3D display products in digital content, which will accelerate adoption of these technologies. As application scenarios expand and databases enrich, the cost of AR, VR, and MR technologies will continuously decrease, creating conditions for broader applica-

tion, especially with government policy support.

Second, artificial intelligence technology based on production efficiency. In recent years, Chongqing has established dozens of digital content resource databases. In 2018 and beyond, enterprises will focus on data resource mining and application, driving AI technology adoption in digital publishing. By mining relevant content resources to achieve rapid content generation and aggregation, AI technology will find extensive application in urban cultural communication and traditional culture inheritance, providing important support for enhancing digital publishing innovation capacity and economic benefits.

Third, technological innovation in content supervision and evaluation. As the number of content production enterprises grows, content supervision and performance evaluation have become management challenges. Chongqing Daily Big Data Research Institute, in collaboration with technology companies, has built a Chongqing media big data platform for visualizing content production, distribution, and application. The basic framework and data exchange model have been developed and are expected to launch in 2018, enabling visualization of digital content orientation and effectiveness across the entire region.

### **3. Content Providers Shifting to Knowledge Service Providers**

User demand-oriented transformation is underway in Chongqing's digital publishing industry. From an industrial perspective, content providers follow a one-time sales model, while knowledge service providers follow an N-times sales model. For historical reasons, Chongqing's digital publishing has focused on content production, processing, and dissemination: on one hand, digitizing existing resources to create digital content products based on traditional content and business; on the other hand, vertically extending traditional business to develop databases based on inherent advantages to seek new development models and support points. In the new era, user demands are quietly transforming, and production models are synchronously shifting.

Represented by CQVIP, Chongqing's database enterprises are conducting deep mining of existing resources through fragmentation and itemization to explore knowledge service models. Both Chongqing Publishing Group and Classroom Inside and Outside Magazine have been selected as national "Knowledge Service Model (Comprehensive) Pilot Units." DIPa Digital Media and others are simultaneously advancing industry knowledge services, while Southwest China Normal University Press innovates online education models to promote knowledge services. Business Media and Contemporary Party Member Magazine are building knowledge service platforms and models during digital transformation. This shift from content provider to knowledge service provider represents a collective awakening based on inherent advantages and changing production-sales models, as well as the internal driving force for Chongqing's digital publishing transformation.

#### 4. Industry Development Will Enter a Fast Track

Digital publishing is a focal point of the digital content industry. Chongqing is actively planning digital publishing development strategy, aiming to build five digital content industry bases within three years. The city has broken through the “technology + publishing” model, initially forming “publishing + services” and “content + services” business models that expand digital publishing’s connotation and extension, creating online publishing service business models where services in turn drive publishing and content innovation. This forms new development momentum for Chongqing’s digital publishing industry, combining market demand-driven innovation with policy-driven impetus.

Meanwhile, previous gaps and shortcomings in online publishing services such as online literature and online games are now emerging, with the rise of original online literature networks like Shengshi Reading and game companies. This will positively contribute to completing Chongqing’s digital publishing industry chain and building its digital publishing ecosystem.

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### Recommendations for 2018 Digital Publishing Industry Development

#### 1. Enhance Innovation Momentum for Digital Publishing Development

The 2011 Chongqing Municipal Government’s *Guiding Opinions on Accelerating Chongqing Digital Publishing Industry Development* has played a positive role, but with technological evolution, the document no longer suits current industry development. First, the city should seize the three-year strategic action plan led by big data intelligence to promptly issue the *Guiding Opinions on Further Accelerating Digital Publishing Industry Development* or *Chongqing Digital Publishing Industry Development Three-Year Action Plan*, establishing development goals, tasks, and key focus areas. The city should clarify a collaborative mechanism led by the executive vice mayor, primarily coordinated by digital publishing industry authorities with participation from science and technology, economic information, finance, taxation, and other departments to break policy barriers between departments and appropriately tilt support toward digital publishing.

Second, actively promote implementation of the innovation-driven incentive measures proposed in the municipal party committee and government’s *Deepening System and Mechanism Reform to Accelerate Innovation-Driven Development Action Plan (2015-2020)* in the cultural sector, focusing on breakthroughs in incentive mechanisms. This includes advancing project-based systems that allow external capital or technology to participate in digital publishing through project-based or project-share forms, and permitting employee stock ownership under project frameworks to enhance initiative. Simultaneously, actively im-

plement special management share policies that grant state-owned shares veto power, ensuring cultural security while absorbing external capital to form industrial development drivers.

Third, optimize the talent environment. Implement a digital publishing talent program with leadership projects for technology, product, management, and market segments to select outstanding talents who can mentor others and galvanize industry professionals. These leaders should be employed based on merit rather than location, unrestricted by whether they are in Chongqing or in digital publishing. Additionally, address digital publishing talent's practical concerns: for family development needs, solve children's schooling and household registration issues; for personal growth, tilt toward digital publishing talents in press and publishing title evaluations, recognizing their industry projects as performance proof. Encourage units to establish talent development funds to support digital publishing professionals' academic advancement and overseas visits, with municipal finance providing annual subsidies based on actual expenditures. Build business exchange platforms such as digital publishing innovation salons with regular expert exchanges, counting participation toward continuing education hours.

## 2. Integrate Multi-Channel Funds to Develop Digital Publishing

Industrial guidance funds are crucial drivers for directing industrial development and gathering momentum. Increase digital publishing industry guidance fund scale. First, implement the 50 million yuan annual digital publishing industry development special fund for four consecutive years as stipulated in the *Chongqing Municipal Government and former National Press and Publication Administration Cooperation Framework Agreement on Promoting Coordinated Urban-Rural Press and Publication Reform and Development*, focusing on supporting fundamental, public-interest digital publishing projects and enterprises with good prospects but lagging foundations.

Second, designate digital publishing industry special funds within industrial informatization and science and technology funds to support frontier and core technology R&D and applications, breaking through Chongqing's digital publishing technology bottlenecks. Third, establish a post-reward mechanism that regularly evaluates self-invested digital publishing projects, providing rewards based on investment ratios or market valuation proportions. Fourth, establish a 100-million-yuan-scale digital publishing investment fund operated by municipal cultural investment companies or relevant fund companies to invest in digital publishing enterprises and projects with established market foundations, addressing funding shortages.

## 3. Strengthen Resource Integration

Integrate Chongqing's digital publishing resources through market mechanisms using the principle of "combining similar items and merging different ones."

First, integrate digital education resources to form a unified digital education publishing operation mechanism, encouraging capable enterprises to build unified operation platforms with integrated platforms, shared accounts, and profit-sharing by volume to enhance overall strength and market competitiveness. Second, encourage capable state-owned enterprises to use new mechanisms for cross-industry integration, establishing a Chongqing Digital Publishing Industry Group to consolidate currently scattered SME digital publishing resources through unified planning, promoting effective resource utilization and enhancing industry vitality and competitiveness.

#### **4. Enhance Guidance of Major Projects**

Plan major digital publishing projects led by big data intelligence to drive rapid industry development. First, build a Chongqing Digital Culture Database operated by state-owned or state-controlled companies to comprehensively integrate and standardize the city's digital cultural resources for market-based data transactions available to all digital publishing enterprises. Second, construct a Chongqing Digital Publishing Public Service Platform following national standards, enabling integrated digital publishing product R&D, production, and sales to break enterprise platform bottlenecks while strengthening production guidance and ideological security control. Third, build a knowledge service platform based on CQVIP, encouraging market-based approaches to enrich knowledge service connotations, improve platform functions, and industrialize knowledge services.

Fourth, establish a Western Media Big Data Trading Center, initially integrating Chongqing local media data resources before gradually expanding to western regional media data resources. Fifth, build a Chongqing VR Experience Center integrating existing digital education, intangible cultural heritage, and tourism resources to enhance user participation and experience, cultivating digital publishing expansion and profitability capabilities. Sixth, establish a digital resource evaluation center to assess the social and market value of various digital cultural resources citywide, providing foundational services for data transactions.

#### **5. Strengthen Cultivation of Leading Enterprises**

Continue cultivating and introducing industry-leading enterprises through parallel introduction and cultivation approaches. First, intensify cultivation of leading enterprises by implementing “one enterprise, one policy” classified support measures for existing digital publishing enterprises categorized by industry chain position. Support 1-2 leading enterprises and 3-5 backbone enterprises at each industry chain node, allowing them to drive SME development and achieve mutual support and integration across segments. Municipal key projects should 原则上 be led by leading and backbone enterprises with SME participation.

Second, use investment attraction to supplement missing industry chain links.

Introduce preferential policies to attract domestic industry leaders to establish branches or relocate to Chongqing, or set up corresponding institutions based on Chongqing's industrial development needs.

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*Note: Figure translations are in progress. See original paper for figures.*

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