

《摘要》

本文以文獻資料分析法、深度訪談法與問卷調查等多重研究方法，試圖剖析在面對內、外部媒體環境變遷中，香港《蘋果日報》來台發行上市後所引發新環境衝擊的情境下，國內報紙的行銷作為；探討報紙在行銷上所出現的主要問題，並找出報紙行銷的關鍵因素。

本文以台灣創刊最早的民營報紙，具指標性卻承受衝擊最大的《中國時報》為個案研究對象，深度訪談了八位《中國時報》編、經兩部門及總管理處等單位之高、中階主管，另有效回收讀者閱讀行為問卷調查 412 份，從策略行銷的本質——區隔、目標市場、定位，即 STP 模式切入，分析、檢討《中國時報》的行銷策略與 4P 行銷組合策略。研究結果顯示，《中國時報》在其經營管理上，雖有「全面成本領導」的策略性思考，即正在努力降低生產與配銷成本，以使用較低的價格與競爭者競爭，期能贏得更大的市場佔有率，但是就行銷理論與相關行銷觀點而言，《中國時報》的行銷主要問題，在於產品對消費者（讀者）所提供的充分價值、多元性服務不足，以及促銷活動質、量不足、營運模式與效果欠佳等方面。

研究結果同時發現，在面對新環境的衝擊下，報紙行銷的關鍵因素包括：1、產品的資訊化、知識化、智慧化；2、加強娛樂性；3、發展數位化內容；4、開發多元通路；5、促銷從靜態走向動態；6、跨

媒體整合；7、內外部資源整合的程度。

本文然雖指出《中國時報》在面對新環境衝擊下，其行銷作為上的主要問題，但也看到台灣報紙在短期內尚不會被其他媒體所完全取代的機會，因而對《中國時報》提出1、擴大營收；2、流程變革；3、組織再造等近、中、長程的具體建議，並對其他報業提出建言，提供媒體經營者參考。本文不僅試圖因應報業市場競爭環境填補過去在此一方面較少作系統性研究的缺憾，也指出後續值得研究的方向。

關鍵詞：新環境衝擊、行銷策略、行銷組合、內外部環境

UNDER NEW ENVIRONMENT IMPACT RESEARCH
NEWSPAPER MARKETING STRATEGY
— A CASE STUDY OF THE CHINA TIMES NEWS —

Abstract

Though the method of data analysis, profound interview and the questionnaire survey by oneself and so on the multiple research technique, , attempts to analyze in facing in, in exterior media environmental trend, after Hong Kong "Apple Daily paper" comes a release to go on the market initiates the new environment impact the situation, the discussion domestic newspaper the main question which appears in the marketing, and discovers the newspaper marketing the key factor.

This article to Taiwan begins publication the earliest privately operated newspaper, had the target actually to withstand attacks biggest "the China Times" for the case study object, profound interview eight "the China Times" has arranged, after two departments and general office and so on the unit is high, center the step manager ,and recycled the reader to read behavior questionnaire survey 412 in addition, from the

strategy marketing essential -- Segmentation, Target Audience, Position, namely the STP pattern cut into, the analysis, examined "the China Times" marketing strategy and 4P marketing mix strategy. The findings showed, "the China Times" in its management, although has "overall cost leadership" the strategy ponder, that is diligently is reducing the production with to match sells the cost, in order to competes with a lower price and the competitor, the time can win the bigger market share, but speaking of the marketing theory and the correlation viewpoint, "the Chinese Times" the marketing main question, lies in the product the full value, the polytropic service insufficiency which (reader) provides to the consumer, as well as promotion activities quality、quantity insufficiency, transport business pattern and effect unsatisfactory and so on aspect.

The findings also discovered, in faces the new environment under the impact, the newspaper marketing key factor includes: (1). product information, knowledge, wisdom; (2). more entertainments; (3). develops digital contents; (4). develops many Yuan circuits; (5). the promotion moves towards the tendency from the static state; (6). cross media conformity; (7). in exterior resources conformity degree.

This article however although pointed out "the Chinese Times" in faces under the new environment impact, its marketing takes on the main question, but also saw the Taiwan newspaper in the short-term still could not the opportunity which is completely substituted by other media institutes, thus proposed 1, the expanded earning to "the Chinese Times"; 2nd, flow transformation; 3rd, the organization makes and so on to be near again, center, the long distance concrete suggestion, and proposes to other newspaper industries states opinion, provides the media operator to refer. This article not only attempted in accordance to the newspaper industry market competition environment fill on the one hand comparatively little to do the systematic research in the past in this the disappointment, also pointed out following was worth the direction which studied.

Key words: new environment impact, marketing strategy, marketing mix, internal and external environment