

# 科技部補助專題研究計畫成果報告 期末報告

## 新聞媒體品牌化：從供給和需求兩端探究品牌權益和品牌延伸 (第2年)

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計畫主持人：黃靜蓉

計畫參與人員：碩士班研究生-兼任助理人員：曾凱暉  
碩士班研究生-兼任助理人員：黃大豪  
大專生-兼任助理人員：黃詩涵  
博士後研究：楊孟潔

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中文摘要：幾乎所有現下的新聞品牌都有網路延伸，然而網路延伸品牌是否有能力回饋母品牌，以及傳統的品牌權益建構是否仍有必要性？本研究企圖採用品牌權益、品牌延伸和開放品牌等理論概念，探究新聞母品牌的關鍵成功因素。研究方法為針對台灣四大報紙本版與網路版讀者所做的問卷調查，共蒐集到907份問卷。研究結果顯示延伸品牌忠誠度、母品牌聯想、母品牌感知品質和品牌組合直接且正向地影響母品牌忠誠度；開放品牌和母品牌知覺則必須透過第三變數中介，對母品牌忠誠度產生影響。本研究建議新聞母品牌無須畏懼網路延伸品牌的替代效果，但也不能放棄母品牌的權益建構，兩者加總可以顯著促進新聞母品牌忠誠度。

中文關鍵詞：新聞品牌、品牌權益、品牌延伸、開放品牌

英文摘要：The study examined the success factors that influence news parent brands and tested the applicability of brand-related concepts, such as brand equity, brand extension, and open branding, in the context of four national newspapers and their online extensions in Taiwan. Results based on data from a national online survey (n = 907) demonstrated that four factors, namely extended brand loyalty, parent brand association, perceived quality of parent brand, and brand portfolio quality variance, directly and positively affect parent brand loyalty, and two factors, namely open branding and parent brand awareness, indirectly and positively affect parent brand loyalty through third variables. This paper provides evidence that online brand extensions are the driving force behind the loyalty of readers to news parent brands.

英文關鍵詞：news brands, brand equity, brand extension, open branding

# 行政院科技部專題研究計畫成果報告

新聞媒體品牌化：從供給和需求兩端探究品牌權益和品牌延伸

Branding among News Media: Producer-based and  
Customer-based Brand Equity and Brand Extension

計畫編號：MOST 102-2410-H-009 -033 -SS2

執行期限：102 年 08 月 01 日至 105 年 07 月 31 日

主持人：黃靜蓉 交通大學傳播與科技學系

## 一、 中文摘要

幾乎所有現下的新聞品牌都有網路延伸，然而網路延伸品牌是否有能力回饋母品牌，以及傳統的品牌權益建構是否仍有必要性？本研究企圖採用品牌權益、品牌延伸和開放品牌等理論概念，探究新聞母品牌的關鍵成功因素。研究方法為針對台灣四大報紙本版與網路版讀者所做的問卷調查，共蒐集到 907 份問卷。研究結果顯示延伸品牌忠誠度、母品牌聯想、母品牌感知品質和品牌組合直接且正向地影響母品牌忠誠度；開放品牌和母品牌知覺則必須透過第三變數中介，對母品牌忠誠度產生影響。本研究建議新聞母品牌無須畏懼網路延伸品牌的替代效果，但也不能放棄母品牌的權益建構，兩者加總可以顯著促進新聞母品牌忠誠度。

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## 二、 英文摘要

The study examined the success factors that influence news parent brands and tested the applicability of brand-related concepts, such as brand equity, brand extension, and open branding, in the context of four national newspapers and their online extensions in Taiwan. Results based on data from a national online survey ( $n = 907$ ) demonstrated that four factors, namely extended brand loyalty, parent brand association, perceived quality of parent brand, and brand portfolio quality variance, directly and positively affect parent brand loyalty, and two factors, namely open branding and parent brand awareness, indirectly and positively affect parent brand loyalty through third variables. This

paper provides evidence that online brand extensions are the driving force behind the loyalty of readers to news parent brands.

Keywords: news brands, brand equity, brand extension, open branding

### 三、 報告內容

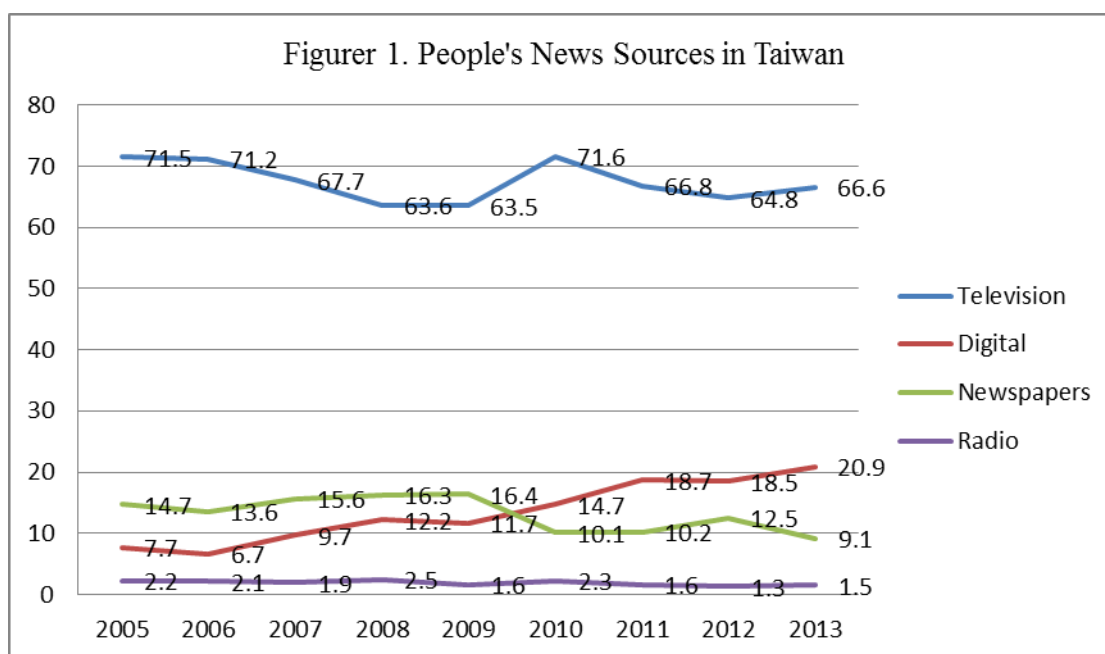
論文題目：Success Factors Affecting News Parent Brands: A Focus on Parent Brand Equity, Online Brand Extension, and Open Branding

#### 前言與研究目的

In the United States, the transformation of the national news landscape has negatively influenced print news sources, particularly print newspapers (Pew Research Center 2012). The proportion of Americans who read news on a printed page has been declining since 2000 (47%); only 23% said they read a print newspaper the previous day. The situation for television news is not more promising because it is losing its hold on the young news consumers; only approximately one third (34%) of those aged 18 – 29 yr said that they watched TV news the prior day compared with nearly half of young people (49%) who said the same in 2006 (Pew Research Center 2012). In the same report, the percentage of people receiving news “digitally” the previous day, including online news, mobile news, news on social networking sites, and news from e-mails or podcasts, was nearly as high as the percentage of people watching television news (50% vs. 55%). However, the United States is not alone; Taiwan’ s statistics are similar for the news industry (fig. 1). The percentage of Taiwanese people who receive news through newspapers has been low for years: 15% in 2005 and 9% in 2013 (Shih Hsin University 2013). Although 67% said that they receive news through TV, few changes have been observed in recent years (72% in 2005). By contrast, the percentage of people receiving news online nearly tripled (21%) in 2013 compared with 8% in 2005. Among young people aged 30 yr and under, online news has become the primary news source (InsightXplorer 2014b).

Although legacy news media have lost their audience, online news consumption has also been changing drastically. Nearly one-in-five (17%) Americans said that they received news the previous day on a mobile device, and 19% said that they read news or news headlines on social networking sites the previous day (Pew Research Center 2012). Moreover, 85% of the

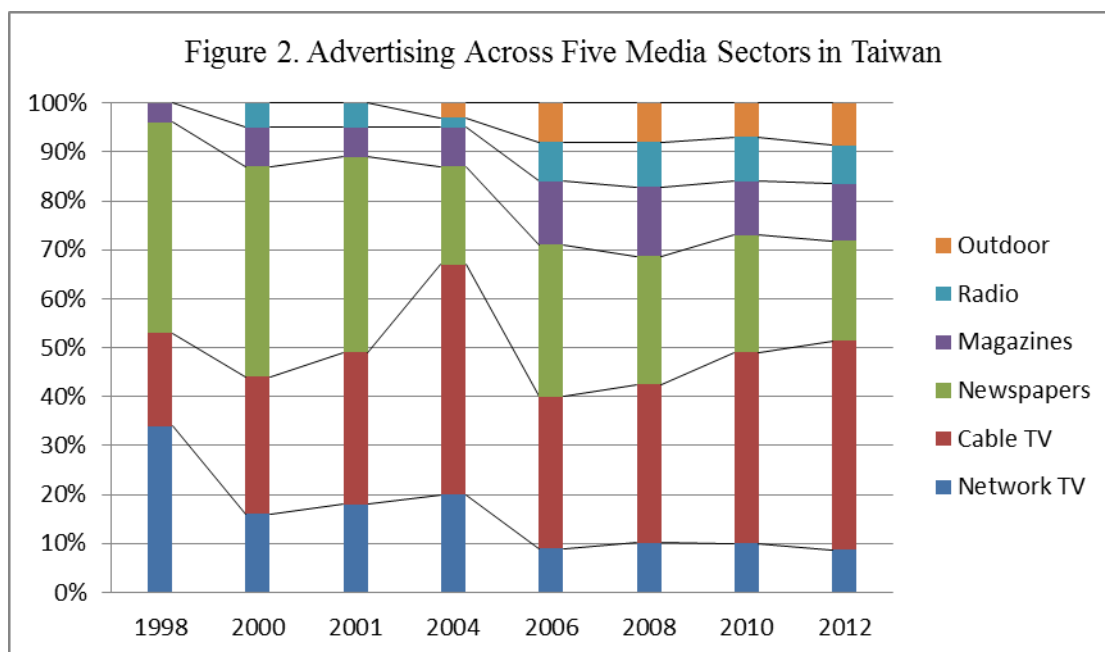
overall time spent by Americans on mobile devices was spent on apps and not on the mobile web, clearly indicating that websites are not optimized for mobile experiences (Goodman 2013). The “more mobile and more social” news consumption pattern is also apparent in Taiwan (InsightXplorer 2014a). More than half (55%) of Taiwanese people use smartphones to access the web, and 75% are also multiplatform (some combination of smartphone, tablet, notebook, and desktop) users. In addition, more than half (52%) of Taiwanese people said that they received online news on Yahoo, 31.7% on Facebook, and 24.5% on Appledaily.com.tw (a newspaper affiliate). Thus, current legacy media compete not only with other media but also with portals, social networking sites, and mobile apps for user attention.



Even under duress, advertising remains by far the most critical revenue stream for the US and Taiwanese news media. More than two-thirds (69% or \$43 billion) of all domestic news revenue is derived from advertising in the United States (Pew Research Center 2014). Daily newspaper advertising, print and digital, represents more than half (58% or \$25 billion) of all the known advertising revenue from news, even though this total is only approximately half that in 2005 (\$49 billion). Nearly one third (29%) of the total advertising revenue from news is derived from television, including national and local network affiliates and their websites. From the commercial digital natives, such as The Huffington Post and BuzzFeed, analysts have identified approximately \$500 million in

annual revenue. Even if the figures were doubled because the estimates of many digital news businesses were unavailable, the revenue derived from the digital sector would not total more than 1% to 2% of all news advertising revenue accounted for in the US media system.

Taiwan does not separate news revenue from the broader category of corporate income; hence, our data are based on the *Advertising Yearbook of Taiwan* (2013) (fig. 2). Television advertising, cable and network, represented more than half (53%) of the total advertising revenue among five media sectors. Notably, cable TV alone generated 44% revenue, increasing from 19% in 1998. Conversely, the revenue generated from newspaper advertising decreased from 43% in 1998 to 21% in 2012. Figure 2 does not include digital advertising revenue; however, according to the Digital Marketing Association (2014), this figure had increased to \$386 million (television, newspaper, magazine, and radio digital revenue was included) in 2012, which is equivalent to 25% of the total advertising revenue among the five media sectors (\$1.5 billion). The digital sector's advertising share has surpassed the newspaper share and approached the cable TV share in Taiwan.



Overall, regardless of country differences, the news industry has faced several imminent challenges, including the growth of the online news, mobile news, and social network news audiences and the decline of

advertising revenue from legacy media. Given that the legacy media have still not managed to recoup the lost revenue by pursuing digital opportunities (Cite withheld for blind review, 2011, 2013, 2014), one general question regarding the industry is worth addressing: Can the growth of the digital audience favorably affect beliefs about parent media, thereby increasing its choices of those parent media. This study adopted a brand equity framework, which is widely used to evaluate a brand's success in the contemporary business environment (Aaker 1996; Becker-Olsen and Hill 2006; Biedenback and Marell 2010; Keller 2010; Kim, Sharma, and Setzekorn 2002; McDowell and Sutherland 2000; Oyediji and Hou 2010). As stated, high levels of brand equity acquired by strong brands result in a customer's willingness to pay a price premium, recommend the brand, and consider offered brand extension, creating opportunities for generating higher revenue. In addition, media management researchers have considered media websites with regard to brand extension (Chan-Olmsted 2006; Ha and Chan-Olmsted 2001; Oyediji and Hou 2010; Tarkiainen, Ellonene, and Kuivalainen 2009). Keller and Aaker (1992) reported that successful brand extension improved consumer evaluations of the parent brand. Therefore, we first focus on the brand equity assumptions of parent brands and justify our decision to use parent brand loyalty as the key outcome variable. We then develop the research hypotheses on the basis of brand extension including perceived fit, brand portfolio quality variance, and open branding.

## 文献探討

### *Brand Equity*

Media scholars frequently refer to the brand equity framework developed by Keller (1993, 1998), which was conceptualized from the customer perspective (Chan-Olmsted and Kim 2001; Chang and Chan-Olmsted 2010; McDowell and Sutherland 2000; Oyediji and Hou 2010). However, Aaker (1991, 1996) also proposed a useful model of brand equity on the basis of brand assets and liabilities. Washburn and Plank (2002) argued that Keller's brand awareness and brand associations without Aaker's perceived quality and brand loyalty are necessary but not sufficient conditions for high customer-based brand equity. This study thus integrated Aaker's and Keller's frameworks and reported that brand equity consists of four key dimensions: brand loyalty, brand awareness,

perceived brand quality, and brand associations.

*Brand Loyalty.* Brand loyalty is “a measure of the attachment that a customer has to a brand” (Aaker 1991, p. 39). It reflects how likely a customer is to switch to another brand, especially when that brand alters prices or product features. The definition emphasizes two aspects of brand loyalty that have been described in previous works: behavioral and attitudinal loyalty (Chaudhuri and Holbrook 2001; Tarkiainen et al. 2009). Behavioral or purchase loyalty involves repeatedly purchasing a brand, whereas attitudinal brand loyalty involves a degree of dispositional commitment regarding a unique value associated with a brand. Brand loyalty is one indicator of brand equity, which is demonstrably linked to future profits; for example, Chaudhuri and Holbrook reported that purchase loyalty generates a greater market share, and attitudinal loyalty creates a higher relative price for a brand. On the basis of the close relationship between brand loyalty and market performance, this study proposed brand loyalty as the key outcome variable.

*Brand Awareness.* Keller (1993) proposed a customer-based brand equity model, which adequately explicated brand awareness and brand image. Brand awareness is “related to the strength of the brand node or trace in memory as reflected by the consumers’ ability to identify the brand under different conditions” (p. 3). Brand awareness consists of brand recognition (a consumer’ s ability to confirm prior exposure to the brand when given the brand as a cue) and brand recall performance (a consumer’ s ability to retrieve the brand when given the product category or some other probe as a cue). If a brand is widely recognized or recalled among consumers, then it is assumed to have high brand equity. Yi and Kim (2008) reported that in media industries, brand awareness is a typical factor affecting repeated visits by people to portals and multimedia content sites. Thus, this study suggested the following hypothesis:

H1-1: Brand awareness of a news parent brand positively affects parent brand loyalty.

*Perceived Quality.* Aaker (1991) defined perceived quality as “the customer’ s perception of the overall quality or superiority of a product or service with respect to its intended purpose, relative to alternatives” (p. 85). Distinct from satisfaction and attitude,



perceived quality is an intangible, overall feeling about a brand and is based on underlying dimensions, which include the characteristics of the product to which the brand is attached, such as reliability and performance. Therefore, it is based on the subjective evaluations of product quality by consumers and users (Yoo and Donthu 2001). If a brand is perceived positively by consumers, then the brand is assumed to have high brand equity. Oyedeji and Hou (2010) explored the effects of the brand equity of cable news outlets in media industries and found that perceived quality is a significant indicator of online message credibility and perceptions of brand extension. Thus, this study proposed the following hypothesis:

H1-2: The perceived quality of a news parent brand positively affects parent brand loyalty.

*Brand Associations.* The term “brand associations” is widely used as a concept that corresponds to brand image and is defined as “perceptions about a brand as reflected by the associations held in consumer memory” (Keller 1993, p. 3; 1998). Brand associations are related to the other informational nodes linked to the brand node in memory and involve a brand’ s meaning to consumers. The strength, favorability, and uniqueness of brand associations are the crucial dimensions for determining the differential response that comprises brand equity. Strong brand associations consistently convey relevant information to consumers at any given point and over time; favorable brand associations effectively deliver product-related and nonproduct-related benefits that are desired by consumers; and unique brand associations create competitive points of difference. Chan-Olmsted and Kim (2002) reported that a favorable brand image that manifested as exciting, high-quality, educational, highly varied, informative, and intelligent increased the likelihood of a PBS (Public Broadcasting Service) nonmember becoming a member. Therefore, the study proposed the following hypothesis:

H1-3: Brand associations of a news parent brand positively affect parent brand loyalty.

### ***Brand Extension***

Brand extension is based on an assumption that brand equity that has

been established for a product under the original brand name can be transferred to a new product in a category either related or unrelated to existing products (Aaker and Keller 1990). Furthermore, brand extension is used to substantially reduce introductory marketing expenses and enhance the prospects of success by helping gain consumer acceptance. Some of the major benefits are the carryover of brand benefits among products and markets, cost saving in a new product launch, and the consolidation of a brand's position in an industry through extension of the product line with stronger customer and distributor loyalty (Ha and Chan-Olmsted 2001). On the basis of previous studies (Dacin and Smith 1994; Keller 1993), Balachander and Ghose (2003) categorized the positive effects as a "forward spillover effect" from the parent to the child brand and a "reciprocal spillover effect" from the child to the parent brand. In addition, Tarkiainen et al. (2009) studied the effects of website extension on a parent magazine brand and found that when consumers are more loyal to the magazine website, they exhibit more behavioral brand loyalty toward the parent brand. Because this study identified factors that are related to the success of a news parent brand, online extension was hypothesized to have a reciprocal spillover effect on a news parent brand.

H2-1: Brand extension loyalty positively affects parent brand loyalty.

*Perceived Fit.* Perceived fit (i.e., a consumer perceiving that a new item is consistent with the parent brand), is crucial to extension because the transfer of the perceived quality of a brand is enhanced when the two product classes fit with each other. Several theoretical perspectives are compatible with this view: cognitive consistency, stimulus generalization, effect transfer, and categorization theory (Aaker and Keller 1990). For example, categorization theory suggests that a consumer evaluates brand extension either by piecemeal processing or category-based processing. Specifically, if consumers perceive a similarity or fit between the original and extended product classes by using category-based processing, then they transfer quality perception to the new brand extension. Hence, this study proposed the following hypothesis of perceived fit:

H2-2: The perceived fit between a news parent brand and extended brand

positively affects parent brand loyalty.

*Brand Portfolio.* Although fit is widely recognized as a primary determinant of brand extension, additional factors influence the degree to which consumers rely on a brand name when evaluating an extended product. Dacin and Smith (1994) argued that the effect of brand portfolio (the number of products affiliated with the brand, portfolio quality variance, and the degree of relatedness among products) on brand equity merits investigation. Specifically, an increase in the number of products affiliated with a brand, an increase in portfolio relatedness, and a decrease in portfolio quality variance are related to the high confidence of consumers in their evaluations of the quality of brand extension. DelVecchio (2000) also reported that the characteristics of brand portfolio (number and quality) critically affect consumer impressions of brand reliability. However, Chang and Chan-Olmsted (2010) only confirmed the effect of brand portfolio quality variance on brand extension. Because previous studies have found more consistent results about portfolio quality variance than inconsistent ones, this study suggested the following hypothesis:

H2-3: The portfolio quality variance between a new parent brand and extended brand negatively affects parent brand loyalty.

### *Open Branding*

Chan-Olmsted (2011) argued that the current success of branding highly depends on an organization's ability to manage its brand in an "open brand" environment, which is drastically different from the situation decades ago, when most major media brands were first marketed. Mooney and Rollins (2008) proposed that the key to successful branding is to develop brand participation in a manner that is relevant to the lives of consumers. In Mooney and Rollins' delineation, an open brand is one that is on-demand, personal, engaging, and networked. On-demand branding examines how consumers perceive the value of various media platforms in different time and space; personal and engaging branding examines how different personalization and engagement mechanisms on media platforms contribute to the development of brand relationships between consumers and media brands; and networked branding investigates the effectiveness of various cobranding strategies in improving perceived networked

externalities and enhancing brand equity for various media products. Notably, Chan-Olmsted (2011) argued that the open branding phenomenon is actually rooted in many fundamental brand concepts; for example, the principles of personal and engaging brand practices seem to be compatible with the empirical findings of many brand personality and brand equity studies, whereas the networked aspect of open brands might offer insights for cobranding, brand alliance, and brand extension frameworks. Although few or no studies have investigated the open branding framework, this study determined that this framework is particularly relevant when an online brand is under investigation. Thus, this study suggested the following hypothesis:

H3: An extended brand that is personal, engaging, on-demand, and networked positively affects parent brand loyalty.

## 研究方法

### *Brand Selection*

News brands with online brand extensions were the samples of this study. Following Chang and Chan-Olmsted's (2010) brand selection criterion that brands with high brand equity typically offer brand extension, this study considered the newspapers that are ranked as the top national newspapers in Taiwan on the basis of readership. Shih Hsin University (2013) has been conducting an annual media use survey since 2004 and reported that Apple Daily was the most-read newspaper in Taiwan, followed by the Liberty Times, whereas the China Times and United Daily News are third and fourth, respectively (table 1). Because Sharp Daily is a city paper and Economic Daily News is a niche paper, both were excluded from the present study. Moreover, the online extensions of the top four national newspapers, such as Appledaily.com.tw (rank 16), Ltn.com.tw (rank 53), Chinatimes.com (rank 18), and Udn.com (rank 10), were also reported by *Business Next* (2013) as being in the top 100 websites in Taiwan. In general, newspaper online extensions are performing more effectively than the online extensions of other legacy media; hence, this study selected the top four national newspapers of Taiwan as the parent brands.

Table 1. Taiwan's most-read newspapers and their online extensions

Rank	Newspaper brand	Readership (%)	Online extension	Reach(000)
1	Apple Daily	53.0	Appledaily.com. tw	2875.5
2	Liberty Times	45.4	Ltn.com. tw	1069.1
3	China Times	18.0	Chinatimes.com	2397.6
4	United Daily News	16.6	Udn.com	5294.3
5	Sharp Daily	2.6	Sharpdaily.tw	--
6	Economic Daily News	2.2	Edn.udn.com	--

### *Measurement*

Considering that the survey respondents were required to be familiar with one of the newspaper brands, have used its online brand extension, and to have a favorable attitude toward it, three screening questions were asked: “How frequently do you read newspapers or online news?,” “Have you read one of the selected four newspapers and their extensions?,” and “Which newspaper and extension do you read most often?” If the respondents were not users of any given newspaper brand or its online extension, then they were eliminated from the survey. After exclusion, the respondents were asked to rate their opinions about their most-often-read newspaper and extension on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Most variables measured by the questionnaire items were suggested by previous studies. Detailed measures are described as follows:

*Brand Loyalty of the Parent and Extended Brands.* Brand loyalty of the newspaper parent brands and their online extensions was measured using the attitudinal and behavioral scale proposed by Chaudhuri and Holbrook (2001). Particularly, behavioral loyalty was measured on the basis of agreement with the following two statements: “I will buy this brand the next time” and “I intend to keep reading this brand/extended brand.” Attitudinal loyalty was measured on the basis of two statements: “I am committed to the brand/extended brand” and “I am willing to spend more time using the brand/extended brand than using other brands.”

*Parent Brand Awareness.* Regarding parent brand awareness, brand recall and recognition were measured, which were based on a study conducted by Keller (1993, 1998). Specifically, the study referred to the

scales of brand awareness proposed by Yoo and Donthu (2001), Washburn and Plank (2002), and Oh (2000) and asked the respondents to rate the following four statements: “I can recognize the brand among other competing brands,” “I am aware of the brand,” “I have often heard of the brand,” and “The brand is very famous.”

*Perceived Quality of the Parent Brand.* The perceived quality of the parent brand was measured by incorporating the scales proposed by Yoo and Donthu (2001), Washburn and Plank (2002), and Netemeyer et al. (2004) to assess consumer judgement of the overall excellence or superiority of the brand. The following five items were included: “The brand is very likely to be high in quality,” “The likelihood that the brand is reliable is very high,” “Compared with other brands, the brand is of very high quality,” “The brand is the highest quality brand in its product class,” and “I can always rely on the brand for consistent high quality.”

*Parent Brand Associations.* Parent brand associations were measured using five items according to the scales of consistency proposed by Becker-Olsen and Hill (2006), likability proposed by Fischer, Volckner, and Sattler (2010), and uniqueness proposed by Netemeyer et al. (2004). The following five statements were used: “The brand has conveyed a consistent image over time,” “I like the brand very much,” “My feelings about the brand are very positive,” “The brand is highly distinguishable from other brands,” and “The brand is unique from other brands.”

*Perceived Fit Between the Parent and Extended Brands.* On the basis of previous studies (Chang and Chan-Olmsted 2010; DelVecchio 2000), this study used a four-item scale to measure perceived fit regarding similarity. The respondents were asked to rate the similarity between the newspaper parent brand and extended news sites. The statements used were as follows: “Logically, the parent brand should produce the extended brand,” “The parent brand is similar to the extended brand,” “The extended brand fits effectively with the parent brand,” and “The parent brand is associated with the extended brand.”

*Brand Portfolio Quality Variance Between the Parent and Extended Brands.* The brand portfolio quality variance between the parent brand and

extension was investigated on the basis of studies conducted by DelVecchio (2000) and Chang and Chan-Olmsted (2010). Although the original hypothesis was negatively stated, three direct and positive evaluations, renamed “quality invariance,” were solicited among the respondents: “The products offered by the two brands are consistent in quality,” “The products offered by the two brands are similar in quality,” and “The products offered by the two brands provide very predictable levels of quality.”

*Open Branding of the Extended Brand.* Open branding, which has four underlying dimensions: on-demand, personal, engaging, and networked (Chan-Olmsted 2011) has not been examined empirically; nevertheless, a few studies have identified similar indicators to the four dimensions. For example, Vazquez, Rio, and Iglesias (2002) reported personal identification as a type of brand utility perceived by consumers. Katz and Shapiro (1985) confirmed the importance of consumer expectations in markets with network externalities. On the basis of these results, this study developed five items each for the on-demand, personal, and engaging concepts and four items for the networked concept. To construct scale validity for the 19 items, a principal component analysis was performed after data collection.

*Demographics.* Regarding demographic variables, this study asked the respondents to provide their personal information, such as sex, age, education, occupation, residence, and income, some of which were used for data weighting.

### ***Data Collection***

This study commissioned a market research and consultation firm, Trendgo, to conduct a national online survey because the company operates a reputable online market research platform (Lifewin.com.tw) of more than 50,000 panelists recruited according to demographic factors such as sex, age, residence, and occupation in Taiwan. All panelists were asked to enter their account numbers and passwords before participation to ensure that the sample included no duplications. To stimulate a high return rate, Trendgo conducted three-wave EDM mailings in addition to a banner ad posted on the Lifewin homepage and offered 190 bonus points for gift exchange and a hotel-stay lottery as participation incentives. Although

the sample was an online, nonprobabilistic sample, Trendgo conducted a goodness-of-fit test by using the weighting and boosting technique to match the sample with the demographics of Taiwan' s general population for the study.

## 研究結果

### *Descriptive Statistics*

A total of 907 panelists completed the survey between May and June 2014. Table 2 displays the demographics of the sample. Of the 907 respondents in the sample, 49.6% were male and 50.4% were female. Regarding age and residence, the sample consisted of a small number of young individuals and individuals living in northern Taiwan; hence, the data were weighted by age and residence to ensure that the demographic characteristics of the sample closely matched those determined by Taiwan' s census. The margin of error was  $\pm 3.25\%$  at a 95% confidence level.

Table 2. Sample profile comparison

Variable	Category	Sample Un-weighted (N=907)	Sample Weighted (N=907)	Taiwan Census 2014
Sex	Male	49.6	49.6	50.0
	Female	50.4	50.4	50.1
Age	19 years old and under	1.4	7.7	7.5
	20-39 years old	31.3	35.8	35.5
	40-59 years old	52.0	35.8	35.9
	60 years old and over	15.2	20.5	21.1
Residence	North	38.9	44.5	44.9
	Central	25.7	24.6	24.8
	South	29.4	27.3	27.4
	East	4.6	2.4	2.4
	Surrounding islands	0.9	1.0	0.6

In relation to multiple-item concepts suggested by previous studies, this study conducted a Cronbach' s alpha reliability test. All the



analyzed variables, including brand awareness ( $\alpha = .97$ ), perceived quality (.96), brand associations (.94), parent/extended brand loyalty (.93/.95), perceived fit (.96), and portfolio quality invariance (.95), had an appropriate level of reliability. On the basis of these results, this study averaged the indicators for each of the concepts. Regarding the self-developed construct (i.e., open branding), this study performed a principal component analysis to extract factors. Only one factor was identified among the 19 items, after excluding five items, because of the complex structure (i.e., factor loadings greater than .40 among more than one factor). Table 3 displays the 14 items comprising the resulting factor, its eigenvalue, and the percentage of explained variance. The factor was then named “open branding” because it comprised indicators from the four dimensions, namely personal, engaging, networked, and on-demand.

Table 3. Principal component analysis of the open branding construct

Item	Loading
The extended brand enables readers to comment (engaging).	.90
The extended brand satisfies the personal needs of readers (personal).	.90
The extended brand shares user-generated content (engaging).	.89
The extended brand provides data on the usage of readers (personal).	.89
The extended brand provides question-and-answer services (engaging).	.89
The extended brand provides social networking services (engaging).	.88
The extended brand enables readers to produce content (engaging).	.88
I find the extended brand particularly attractive (personal).	.87
The extended brand is consistent with my lifestyle (personal).	.86
The extended brand enables readers to express personal opinions (personal).	.86
I believe that the extended brand and its parent brand provide platform linkage and content sharing (networked).	.83
When I receive news from the extended brand, I also receive news from its parent brand (networked).	.78
The extended brand provides multimedia content on demand (on-demand).	.77

The extended brand provides a multiplatform download service (on-demand).	.74
Eigenvalue	10.19
Percentage of total variance explained	72.80
Analysis N	906

### *Hypothesis Testing*

The study tested H1, H2, and H3 by using a multiple regression analysis. Before the analysis, assumptions of the independence of errors (Durbin – Watson statistic = 1.928) and multicollinearity (tolerance > .10 for all independent variables) were evaluated and fulfilled. The regression model displayed high model fit,  $F(7, 893) = 688.03$  ( $p < .001$ ), and explained approximately 84% of the total variance. Among the independent variables, extended brand loyalty ( $\beta = .47, p < .001$ ), parent brand associations ( $\beta = .41, p < .001$ ), perceived parent brand quality ( $\beta = .09, p < .001$ ), and brand portfolio quality invariance ( $\beta = .08, p < .05$ ) had significantly positive effects on parent brand loyalty (table 4). Nevertheless, parent brand awareness ( $\beta = -.05, p < .01$ ) and open branding of the extended brand ( $\beta = -.06, p < .05$ ) were significant but in a negative direction, and the perceived fit was not significant in the analysis. Therefore, H1-2, H1-3, H2-1, and H2-3 were accepted, whereas H1-1, H2-2, and H3 were rejected in the regression model.

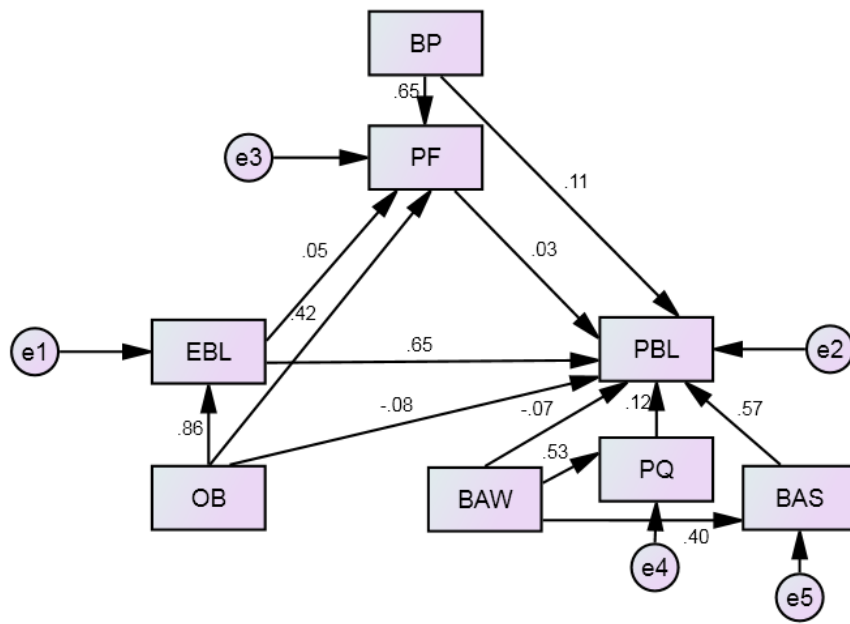
Table 4. Regression analysis of parent brand loyalty

	Unstandardized coefficient		Standardized coefficient	t	p-value
	B	SE	Beta		
Parent brand awareness (H1-1)	-.06	.02	-.05	-3.15	.002
Perceived parent brand quality (H1-2)	.07	.02	.09	3.50	.000
Parent brand associations (H1-3)	.43	.03	.41	15.78	.000
Extended brand loyalty (H2-1)	.48	.03	.47	15.69	.000

Perceived fit (H2-2)	.03	.03	.03	.91	.365
Brand portfolio quality invariance (H2-3)	.08	.04	.08	2.35	.019
Open branding of extended brand (H3)	-.07	.04	-.06	-1.97	.049

Because previous studies have indicated that brand awareness (or brand familiarity) might indirectly affect brand loyalty (or brand attitude) (Biedenback and Marell 2010; Chang and Chan-Olmsted 2010; Gorden, Calantone, and di Benedetto 1993) and perceived fit mediates the perceptions of a parent brand and its extension (Dacin and Smith 1994; Keller and Aaker 1992; Tarkiainen et al. 2009), the indirect effects of extended brand equity on parent brand equity were explored through fit measures. A path analysis was conducted using the maximum likelihood method with AMOS graphics on the hypothesized and potentially indirect relationships among the variables (fig. 3). Regarding the hypothesized direct effects, the results from the path analysis confirmed the predictions of the multiple regressions (i.e., the hypothesized paths in the model were mostly positive and significant, except the three paths between brand awareness and parent brand loyalty

( $\beta = -.08, p < .05$ : negatively significant), between open branding and parent loyalty ( $\beta = -.07, p < .01$ : negatively significant), and between perceived fit and parent brand loyalty ( $\beta = .03, p > .05$ ). However, the two paths between brand awareness and parent brand loyalty and between open branding and parent loyalty produced substantial indirect effects. Brand awareness had a .29 (.23+.06) indirect effect on parent brand loyalty through brand associations (.40\*.57=.23) and perceived quality (.53\*.12=.06). Moreover, open branding had a .56 indirect effect on parent brand loyalty mainly through extended brand loyalty (.86\*.65=.56). Therefore, we argued that the brand awareness of H1-1 and the open branding of H3 indirectly affected parent brand loyalty, whereas the perceived fit of H2-2 did not produce any significant effect, including a direct or mediating effect, on parent brand loyalty.



Note: OB = open branding, EBL = extended brand loyalty, EBE = extended brand equity, PBE = parent brand equity, BAW = brand awareness, PQ = perceived quality, BAS = brand association, PBL = parent brand loyalty, BP = brand portfolio, PF = perceived fit

Figure 3. Path model of the relationships among parent brand equity, extended brand equity, and fit.

## 討論與建議

This study demonstrated that parent brand equity, online brand extension, and open branding are the major dimensions affecting the success of news parent brands. Regarding parent brand equity, perceived quality and brand associations significantly affect the brand loyalty of news parent brands. Thus, if readers perceive a news brand to be consistent, likable, unique, and of high quality, then they are more likely to have attitudinal and behavioral attachment to the news brand. This result is consistent with those of previous studies in various product areas (Biedenback and Marell 2010; Chan-Olmsted and Kim 2002; Kim et al. 2002; Oyedeji and Hou 2010). However, in this study, parent brand awareness had an effect on parent brand loyalty, but in a negative direction, seemingly contradicting the results of many previous studies. Thus, a path analysis was used to analyze the indirect effects between brand awareness and brand

loyalty. The results demonstrated that brand awareness indirectly affects brand loyalty through brand associations and perceived quality, which confirms the suspicions of some scholars regarding the hierarchical effects among different brand equity factors (Biedenbach and Marell 2010; Gordon, Calantone, and Benedetto 1993).

Regarding the online brand extension-related factors, extended brand loyalty and brand portfolio quality variance were significant in this study, consistent with previous studies (Chang and Chan-Olmsted 2010; Dacin and Smith 1994; DelVecchio 2000). The results indicated that readers might be more loyal to a news parent brand if they are also readers of its online extension and if the parent brand and the extended brand are consistent, similar, and predictable. Nonetheless, perceived fit did not have a direct or mediating effect on parent brand loyalty. Because few studies have explicitly examined the reciprocal effect from the child brand to the parent brand in the context of perceived fit, Aaker and Keller' s (1992) finding might provide some clues: In their study, a successful extension increased the favorability of evaluations of an average-quality core brand; however, an unsuccessful extension did not affect evaluations of the core brand. Does this imply that the online extensions of the news brands were evaluated as a bad fit but that the parent brand evaluations were not adversely affected? More direct manipulations of the fit measures in future studies may be required.

Open branding, a self-developed construct, was initially not significant; however, it substantially indirectly affected parent brand loyalty through extended brand loyalty. The implication is similar to that of brand awareness: If an online extension by a news parent brand is perceived as personal, engaging, on-demand, and networked, then readers are loyal to the extension and consequently to the parent brand.

On the basis of the empirical findings, this study provides some theoretical and practical contributions. First, we integrated the brand equity concepts of Aaker (1990) and Keller (1993), brand portfolio of Dacin and Smith (1994), and open branding of Mooney and Rollins (2008) to test news brands and found that our model could explain more than 80% of variance in the loyalty of the news parent brands. Second, regarding the inconsistency with previous studies, we performed a path analysis to investigate the indirect effects occurring among the variables. We

identified four factors with direct effects (i.e., extended brand loyalty, parent brand association, perceived parent brand quality, and brand portfolio quality invariance) and two factors with indirect and positive effects (i.e., open branding and brand awareness). Third, the results of this study can be practically useful in the news industry. In addition to the traditional method of building brand equity for a legacy news brand, news organizations should focus on building the brand equity of their online extensions because the total effects of extended brand loyalty and open branding on parent brand loyalty are ranked first and third, respectively, among all factors studied.

The limitations of our study and directions for future research should also be addressed. First, we selected only newspapers and their online extensions, leading to limited generalization. Future studies should examine various types of legacy media or legacy media extensions. Second, the respondents were not selected through random sampling, likely underrepresenting people who did not actively use the Internet. This limitation was likely mitigated by the fact that the Internet coverage in Taiwan had reached 78% (Taiwan Network Information Center 2014), and a weighting technique was later applied to match the national census. Another possible avenue for research is to study the hierarchical effects of the success factors affecting the building of a news parent brand with more direct manipulations.

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# 科技部補助專題研究計畫出席國際學術會議心得報告

日期：2015 年 09 月 10 日

計畫編號	MOST 102-2410-H-009 -033 -SS2		
計畫名稱	新聞媒體品牌化：從供給和需求兩端探究品牌權益和品牌延伸		
出國人員姓名	黃靜蓉	服務機構及職稱	國立交通大學傳播與科技學系
會議時間	2015 年 08 月 04 日至 2015 年 08 月 10 日	會議地點	美國舊金山
會議名稱	(中文) 2015 新聞與大眾傳播教育學會年會 (英文) 2015 Annual Convention of the Association for Education in Journalism and Mass Communication (AEJMC)		
發表題目	(中文) 新聞母品牌關鍵成功因素分析：品牌權益、品牌延伸、和開放品牌 (英文) Success Factors Affecting News Parent Brands: A Focus on Parent Brand Equity, Online Brand Extension, and Open Branding		

## 一、參加會議經過

時間	行程	地點
8/04	搭機	台北
8/05	抵達舊金山	舊金山
8/06	3:15-4:45 pm 發表論文	舊金山
8/07	參加 UT 會議、MEE 會議和 CCA 會議	舊金山
8/08	聆聽論文各場次	舊金山
8/09	搭機	舊金山
8/10	抵達台灣	台北

## 二、與會心得

Association for Education in Journalism and Mass Communication (AEJMC)為美國大

型跨國性新聞與大眾媒體研究年會，此學會相當重視新聞傳播的最新脈動，為相關領域學界必定參加的研討會年會。如今年大會就安排 Facebook 和 Linkin 的資料科學家，介紹業界如何運用大數據進行使用者經驗分析，以及大數據帶給新聞和傳播產業那些啟發等。同時，主持人論文獲得媒體管理與經濟組最佳教師論文第三名，因此有幸與所有得獎論文共同發表，獲益良多（論文題目如下圖所示）。

62 Thursday Sessions	
"AEJMC Global Bridges": San Francisco, CA — August 6-9, 2015	
<p>Building Social Capital: The Role of News and Political Discussion Tie Strength in Fostering Reciprocity  <b>Alberto Ardèvol-Abreu, Trevor Diehl</b>  and <b>Homero Gil de Zúñiga</b>, University of Vienna</p> <p>The Effect of Partisanship on Changes in Newspaper Consumption: A Longitudinal Study (2008 – 2012)  <b>Toby Hopp</b> and <b>Chris Vargo</b>, Alabama</p> <p>Media Literacy and Political Engagement: What's the Connection?  <b>Seth Ashley</b>, Boise State;  <b>Adam Maksl</b>, Indiana-Southeast;  and <b>Stephanie Craft</b>, Illinois</p> <p>Expanding the RISP Model to Politics: Skepticism, Information Sufficiency, and News Use  <b>Jay Hmielowski</b>, Washington State;  <b>Michael Beam</b>, Kent State  and <b>Myiah Hutchens</b>, Washington State</p> <p>The Silencing of the Watchdogs: Newspaper Decline in State Politics  <b>Juanita "Frankie" Clogston</b>, Johns Hopkins</p> <p>Discussant:  <b>Ben LaPoe</b>, Western Kentucky</p>	<p><b>3:15 pm to 4:45 pm / 094</b></p> <p><b>Media Management and Economics Division</b></p> <p>Refereed Paper Research Session:  <b>Best Faculty Papers</b></p> <p>Moderating/Presiding:  <b>Bozena Mierzejewska</b>, Fordham</p> <p>Impact of Market Competition and the Internet on Journalistic Performance in Developing and Transitional Countries*  <b>Adam Jacobsson</b>, Stockholm University  <b>Ann Hollifield</b>, <b>Lee Becker</b>  and <b>Tudor Vlad</b>, Georgia  and <b>Eva-Maria Jacobsson</b>, Royal Institute of Technology (KTH)</p> <p>Marketing Theatrical Films for the Mobile Platform: The Roles of Web Content/Social Media, Brand Extension, WOM, and Windowing Strategies**  <b>Sang-Hyun Nam</b>, Sungkyunkwan University;  <b>Sylvia Chan-Olmsted</b>, Florida  and <b>Byeng-Hee Chang</b>, Sungkyunkwan University</p> <p>Success Factors of News Parent Brand: Focusing on Parent Brand Equity, Online Brand Extension and Open Branding***  <b>J. Sonia Huang</b>, National Chiao Tung University  and <b>Jacie Yang</b>, Texas State</p> <p>Crossing the Interregnum: Group Cohesion among Adaptive Journalists  <b>Mark Poepsel</b>, Southern Illinois</p> <p>Discussant:  <b>Hugh Martin</b>, Ohio</p> <p>* First Place Faculty Paper  ** Second Place Faculty Paper  *** Third Place Faculty Paper</p>
<p><b>3:15 pm to 4:45 pm / 093</b></p> <p><b>Media Ethics Division  and Community Journalism Interest Group</b></p> <p>PF&amp;R Panel Session:  <b>Journalists in Fear: Covering the News Ethically Despite Death Threats, Terrorism, and Dangerous Stories</b></p> <p>Moderating/Presiding:  <b>Jenn Burleson Mackay</b>, Virginia Tech</p> <p>Panelists:  <b>Delphine Halgand</b>, US Director, Reporters Without Borders</p>	

### 三、發表論文全文或摘要

The study examined the success factors that influence news parent brands and tested the applicability of brand-related concepts, such as brand equity, brand extension, and open branding, in the context of four national newspapers and their online extensions in Taiwan. Results based on data from a national online survey (n = 907) demonstrated that four factors, namely extended brand loyalty, parent brand association, perceived quality of parent brand, and brand portfolio quality variance, directly and positively affect parent brand loyalty, and two factors, namely open branding and brand awareness, indirectly and positively affect parent brand loyalty through third variables. This paper provides evidence that online brand extensions are the driving force behind the loyalty of readers to news parent brands.

Key words: news brands, brand equity, brand extension, open branding

#### 四、攜回資料名稱及內容

1. *Associated Press Stylebook 2015 and Briefing on Media Law* by The Associated Press
2. *The Social Media Industries* (Media Management and Economics Series) by Albarran, Alan B.
3. *A Pocket Style Manual, APA Version* by Hacker, Diana
4. *The Economics and Financing of Media Companies: Second Edition* by Picard, Robert G.

# 科技部補助計畫衍生研發成果推廣資料表

日期:2016/10/14

科技部補助計畫	計畫名稱：新聞媒體品牌化：從供給和需求兩端探究品牌權益和品牌延伸	
	計畫主持人：黃靜蓉	
	計畫編號：102-2410-H-009-033-SS2	學門領域：新聞
無研發成果推廣資料		

102年度專題研究計畫成果彙整表

計畫主持人：黃靜蓉					計畫編號：102-2410-H-009-033-SS2				
計畫名稱：新聞媒體品牌化：從供給和需求兩端探究品牌權益和品牌延伸									
成果項目					量化	單位	質化 (說明：各成果項目請附佐證資料或細項說明，如期刊名稱、年份、卷期、起訖頁數、證號...等)		
國內	學術性論文	期刊論文			2	篇	Huang, J. S. & Chang, H. (2016). Substitution effects of virtual studios on Taiwanese TV broadcasting. 《資訊社會研究》，30， 1-24。[教育部頂尖研究計畫]		
		研討會論文			0		Chew, D., & Huang, J. S. (2014). The Timorese Hakka in Australia: Community and the Internet. 《全球客家研究》，2，301-336。 [台灣聯合大學系統客家研究揚帆計畫]		
		專書			0	本			
		專書論文			0	章			
		技術報告			0	篇			
		其他			0	篇			
		智慧財產權及成果	專利權	發明專利	申請中	0	件		
	已獲得				0				
	新型/設計專利			0					
	商標權			0					
	營業秘密			0					
	積體電路電路布局權			0					
	著作權			0					
	品種權			0					
	其他			0					
	技術移轉		件數			0		件	
		收入			0	千元			
國外	學術性論文	期刊論文			4	篇	Huang, J. S., & Dai, J.* (2015). Comparing the competitive advantages of leading news sites in mainland China and Taiwan. Chinese Journal of Communication, 8(2), 142-159. [NSC 100-2410-H-009-040-MY2] (SSCI) Huang, J. S., & Wang, W. (2014). Application of the long tail economy to the online news		

						market: Examining predictors of market performance. Journal of Media Economics, 27(3), 158-176. [NSC 98-2410-H-009-001] (SSCI) 林艾潔、黃靜蓉* (2014)。〈科學新聞之資源基礎觀點分析：以台灣主流媒體為例〉。《傳播與社會學刊》，28，23 - 61。 [NSC 97-2515-S-009-009-MY3] (TSSCI) Huang, J. S., Yang, M. J., & Chyi, H. I. (2013). Friend or Foe? Examining the Relationship between News Portals and Newspaper Sites in Taiwan. Chinese Journal of Communication, 6(1), 103-119. [NSC 100-2410-H-009 -040 -MY2] (SSCI)
	研討會論文			1		Huang, J. S., & Yang, M. J. (2015, August). Success factors of news parent brand: Focusing on parent brand equity, online brand extension and open branding. Paper presented at the Annual Convention of the Association for Education in Journalism and Mass Communication (AEJMC), San Francisco, CA.
	專書			0	本	
	專書論文			1	章	Huang, J. S., & Wang, W. (2013). Application of the long tail economy to the online news market in Taiwan: Civic participation matters. In A. Albarran, Media Management and Economics Research in a Transmedia Environment (pp. 71-93). New York: Taylor & Francis. [NSC 98-2410-H-009-001]
	技術報告			0	篇	
	其他			0	篇	
智慧財產權 及成果	專利權	發明專利	申請中	0	件	
			已獲得	0		
		新型/設計專利		0		
	商標權		0			
	營業秘密		0			
	積體電路電路布局權		0			
	著作權		0			
	品種權		0			
	其他		0			

	技術移轉	件數	0	件	
		收入	0	千元	
參與計畫人力	本國籍	大專生	1	人次	
		碩士生	2		
		博士生	0		
		博士後研究員	1		
		專任助理	0		
	非本國籍	大專生	0		
		碩士生	0		
		博士生	0		
		博士後研究員	0		
		專任助理	0		
其他成果 (無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)		主持人在計劃期間指導4篇相關學位論文。 周芳 (2014)。《從品牌權益觀點探究電視節目品牌與主持人品牌之影響：以綜藝類節目為例》。交通大學傳播研究所碩士論文。 黃怡潔 (2014)。《誰的品牌權益較強？Yahoo!和Google的首頁之爭》。交通大學傳播研究所碩士論文。 柯佳妤 (2014)。《從品牌建構與品牌知識看校園新聞媒體—以交通大學《喀報》及《CT News》為例》。交通大學傳播與科技學系學士論文。 林祐安 (2013)。《媒體品牌延伸—探討傳統新聞媒體發展網路品牌的相互回饋效果》。交通大學傳播研究所碩士論文。			



# 科技部補助專題研究計畫成果自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現（簡要敘述成果是否具有政策應用參考價值及具影響公共利益之重大發現）或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

☒ 達成目標

☐ 未達成目標（請說明，以100字為限）

☐ 實驗失敗

☐ 因故實驗中斷

☐ 其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形（請於其他欄註明專利及技轉之證號、合約、申請及洽談等詳細資訊）

論文：☐ 已發表 ☒ 未發表之文稿 ☐ 撰寫中 ☐ 無

專利：☐ 已獲得 ☐ 申請中 ☒ 無

技轉：☐ 已技轉 ☐ 洽談中 ☒ 無

其他：（以200字為限）

Huang, J. S., & Yang, M. J. (conference paper). Success factors of news parent brand: Focusing on parent brand equity, online brand extension and open branding.

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性，以500字為限）

幾乎所有現下的新聞品牌都有網路延伸，然而網路延伸品牌是否有能力回饋母品牌，以及傳統的品牌權益建構是否仍有必要性？本研究企圖採用品牌權益、品牌延伸和開放品牌等理論概念，探究新聞母品牌的關鍵成功因素。研究方法為針對台灣四大報紙本版與網路版讀者所做的問卷調查，共蒐集到907份問卷。研究結果顯示延伸品牌忠誠度、母品牌聯想、母品牌感知品質和品牌組合直接且正向地影響母品牌忠誠度；開放品牌和母品牌知覺則必須透過第三變數中介，對母品牌忠誠度產生影響。本研究建議新聞母品牌無須畏懼網路延伸品牌的替代效果，但也不能放棄母品牌的權益建構，兩者加總可以顯著促進新聞母品牌忠誠度。

4. 主要發現

本研究具有政策應用參考價值：☒ 否 ☐ 是，建議提供機關

（勾選「是」者，請列舉建議可提供施政參考之業務主管機關）

本研究具影響公共利益之重大發現：☒ 否 ☐ 是

說明：（以150字為限）