一、　資訊傳播領域專業名詞之中翻英(每題 3 分，共 15 分)

1. 數位匯流:＿＿＿＿＿＿＿＿＿＿＿＿
2. 多平台:＿＿＿＿＿＿＿＿＿＿＿＿
3. 守門員:＿＿＿＿＿＿＿＿＿＿＿＿
4. 分眾化:＿＿＿＿＿＿＿＿＿＿＿＿
5. 用戶生成內容:＿＿＿＿＿＿＿＿＿＿＿＿

二、　資訊傳播實務英文閱讀與論述(共 85 分)

第一篇: The Rise of the Chief Marketing (每題 20 分，共 40 分)

1. 說明 CMT 如何興起?
2. 說明 CMT 的工作內容?

Marketing is rapidly becoming one of the most technology-dependent functions in business. A new type of executive is emerging at the center of the transformation: the chief marketing technologist. CMTs are part strategist, part creative director, part technology leader, and part teacher. Although they have an array of titles, they have a common job: aligning marketing technology with business goals, serving as a liaison to IT, and evaluating and choosing technology providers. About half are charged with helping craft new digital business models as well.

Regardless of what they're called, the best CMTs set a technology vision for marketing. They champion greater experimentation and more-agile management of that function's capabilities. And they are change agents, working within the function and across the company to create competitive advantage.

Before we describe the role in detail, let's consider the forces that gave rise to it.

In a digital world, software is the chief means of engaging prospects and customers. A marketing team's choice of software and how to configure and operate it, along with how creatively the team applies it, materially affects how the firm perceives and influences its audience and how the audience sees the firm.

As digital marketing and e-commerce increasingly augment or replace traditional touchpoints, the importance of mastering those capabilities grows. Digital marketing budgets are expanding annually at double-digit rates, and CEOs say that digital marketing is now the most important technology-powered investment their firms can make.

背面尚有試題

This rise in digital budgets is not merely a migration of spending from traditional to digital media. A growing portion of marketing's budget is now allocated to technology itself. A recent Gartner study found that 67% of marketing departments plan to increase their spending on technology-related activities over the next two years. In addition, 61% are increasing capital expenditures on technology, and 65% are increasing budgets for service providers that have technology-related offerings.

The challenge of effectively managing all this technology is daunting. There are now well over 1,000 marketing software providers worldwide, with offerings ranging from major platforms for CRM, content management, and marketing automation to specialized solutions for social media management, content marketing, and customer-facing apps. Relationships with agencies and service providers now include technical interfaces for the exchange and integration of code and data. And bespoke software projects to develop unique customer experiences and new sources of advantage are proliferating under marketing's umbrella.

In this new environment, the CMO and the CIO must collaborate closely. But executive-level cooperation isn't enough; a supporting organizational structure is also needed. A company can't simply split marketing technology down the middle, King Solomon style, and declare that the CMO gets the marketing half and the CIO gets the technology half. Such a neat division might look good on paper, but it leaves yawning knowledge gaps in practice. Marketing might not understand how to fully leverage what IT can offer, and IT might not understand how to accurately translate marketing requirements into technical capabilities.

Instead, marketing technology must be managed holistically. In a virtuous cycle, what's possible with technology should inspire what's desirable for marketing, and vice versa. The right structure will help marketing become proficient with the array of software it must use to attract, acquire, and retain customers. It will help marketing leadership recognize how new technologies can open up new opportunities. And it will allow marketing to deftly handle the technical facets of agency and service provider relationships in both contract negotiations and day-to-day operations.

The CMT's job, broadly, is to enable this holistic approach. He or she is the equivalent of a business unit–level CIO or CTO. People in this role need technical depth—many have backgrounds in IT management or software development—but they must also be passionate about marketing. A common profile is an executive with an undergraduate degree in computer science and a graduate degree in business. Many CMTs have experience in digital agencies or with building customer-facing web products.

第二篇: Ads That Don't Overstep (共 45 分)

1. 廣告如何使用網路消費者數據資料?支持與反對觀點各是什麼? **(25 分)**
2. 廣告行銷如何使用網路消費者數據資料是較好的作法?怎麼樣會惹人嫌? **(20 分)**

The internet has dramatically expanded the modern marketer's tool kit, in large part because of one simple but transformative development: digital data. With users regularly sharing personal data online and web cookies tracking every click, marketers have been able to gain unprecedented insight into consumers and serve up solutions tailored to their individual needs. The results have been impressive. Research has shown that digital targeting meaningfully improves the response to advertisements and that ad performance declines when marketers' access to consumer data is reduced. But there is also evidence that using online "surveillance" to sell products can lead to a consumer backlash. The research supporting ad personalization has tended to study consumers who were largely unaware that their data dictated which ads they saw. Today such naïveté is increasingly rare. Public outcry over company data breaches and the use of targeting to spread fake news and inflame political partisanship have, understandably, put consumers on alert. And personal experiences with highly specific ads (such as one for pet food that begins, "As a dog owner, you might like…") or ads that follow users across websites have made it clear that marketers often know exactly who is on the receiving end of their digital messages. Now regulators in some countries are starting to mandate that firms disclose how they gather and use consumers' personal information.

This throws a whole new dynamic into the mix: How will targeted ads fare in the face of increased consumer awareness? On one hand, awareness could increase ad performance if it makes customers feel that the products they see are personally relevant. Supporters of cookies and other surveillance tools say that more-relevant advertising leads to a more valuable, enjoyable internet experience. On the other hand, awareness could decrease ad performance if it activates concerns about privacy and provokes consumer opposition.

The latter outcome seems more likely if marketers continue with a business-as-usual approach. One study revealed that when a law that required websites to inform visitors of covert tracking started to be enforced in the Netherlands, in 2013, advertisement click-through rates dropped. Controlled experiments have found similar results.

Some firms have done better than others in anticipating how customers will react to personalization. Amazon features shopping ads throughout its site, making product recommendations based explicitly—and often conspicuously—on individual users' search data, without seeming to draw any consumer ire whatsoever. However, in a now-infamous example, when Target followed a similar practice by creating promotions that were based on individual shoppers' consumption data, the response was not so benign. The retailer sent coupons for maternity-related products to women

it inferred were pregnant. They included a teenager whose father was incensed—and then abashed to discover that his daughter was, in fact, expecting. When the *New York Times* reported the incident, many consumers were outraged, and the chain had a PR problem on its hands. Similarly, Urban Outfitters walked back the gender-based personalization of its home page after customers complained. "We saw customer frustration at being targeted outweigh any benefit," Dmitri Siegel, the marketing executive in charge of the initiative, concluded in an interview with the *Times*.

For the consumer who prefers relevant ads over irrelevant ones (an ad-free experience is not realistic in today's ad-supported web landscape), it's important that marketers get the balance right. Digital marketers need to understand when the use of consumer data to personalize ads will be met with acceptance or annoyance so that they can honor consumers' expectations about how their information should be used.