

Why does print magazine still exist during the age of technology?

Paveerat Sarapornvisit 5504641050

Thammasat University, Faculty of economics

Seminar paper in Industrial Economics

Abstract

With the advent of technological advancement, digital age plays more important role in our daily lives than we can ever imagine. The demand and supply rule seems to be more unpredictable; what once thought the most popular may be overshadowed by the rise of advanced technology. Likewise, printed media as magazines are at risk on the shaken ground through the invasion of online magazines. On this ground, this paper mainly emphasizes why magazines still exist during the age of technology, based on the analytical framework of Michael Porter's Five Forces and survey. The methodology used are primary data, secondary data such as empirical data, researches and questionnaire. Overall, the study reveals that the demand for printed magazine in the society is still promising despite more intense competition and a drastic drop during the past decade, mainly due to the uniqueness as well as high quality contents. To sum up briefly, only the exquisite and unpredictable ones will survive.

I. Introduction

Back to the period since the smartphone was just an imagination, people used to read the magazine as to access information that is specifically tailored for their interests, class or age group. With the advent of advanced technology, the number of subscribers and revenue have been declining¹. Instead of reading the magazine, they prefer online media. Likewise, I have been a loyal subscriber for my favorite magazines for so long. However, I found myself reading less and less of the magazine just like other people. By contrast, these print media are still available in the bookstore, coffee shop or salon. Therefore, I keep wondering why print magazine still exists in spite of higher competitive market in digital age.

“The average person already spends half their waking life-consuming media,” said Jonathan Barnard, Zenith Optimedia’s Head of Forecasting. With exponential information growth, people around the world spend more than eight hours a day consuming media². One of the factors is mobile technology, providing us more than just communication since it created new opportunities to consume information. That is to say, the internet has propelled growth in overall media consumption while eroding other types of media, traditional one like original magazine in particular.

As online readers, it seems like you can find everything you want to know while surfing the internet; articles, videos, slideshows, and infographics along with wider range of information and more interesting content. Original content, contributed content, syndicated content, and branded/native content can be easily found with one click. On top of that, tracking the results of an integrated social media and PR campaign has become easier for advertisers.

¹ Stynes, T. (2015). Print Magazine Sales Decline in 1st Half of 2014. WSJ. Retrieved 13 December 2015, from <http://www.wsj.com/articles/print-magazine-sales-decline-in-1st-half-of-2014-1407423959>

² Barnard, J. (2015). Internet use to drive 1.4% increase in media consumption in 2015 - ZenithOptimedia. ZenithOptimedia. Retrieved 19 September 2015, from <http://www.zenithoptimedia.com/internet-use-drive-1-4-increase-media-consumption-2015/>

With all these profound advantages from online media, I could not help but wonder how come the paperwork still competes with its threatening rival beautifully. By looking at the past literature, there is no empirical research that mainly focus on the reason behind this story especially in the case of Thailand. Thus, this paper will mainly discuss why published magazine still exist during the age of technology as well as predict its future by using Porter's Five Force, interview, survey, and empirical data as an instrument.

My research questions:

1. Why does print magazine still exist during the age of technology?
2. Who are the customers of this industry including the reasons behind?
3. How did magazine companies respond to the threats?
4. How is magazine industry going to be in the next 10 years?

II. Literature Reviews

First publication, which could be called a magazine, was the German *Erbauliche Monats Unterredungen*, released in the year 1663. It was a literary and philosophical edition and after it was launched several periodicals with very similar topics were published, and were intended for an intellectual audience³. The first competitor of magazines was film in 1904. Nevertheless, the benefit of film could even outweigh the negative impact on magazine. It seemed that, the movies stole leisure time from their reader, it created demand for new contents in the magazine that addressed film, cinema, movie stars and productions. These statistics support the theory that similar subject matter can create a complimentary, rather than a displacement effect between media.

The next challenge for the magazine was radio. While film had already brought a positive effect on the magazine industry, radio quickly stole advertising revenue. To compete with radio, publishers took up to the challenge with better-looking products; new print technologies meant that magazines could stress visual elements and offer better-looking advertisements to readers and advertisers. (Anicka Quin, 2003)

For the magazine industry in 1994, the Internet represented the emergence of a new competitor for advertising dollars. Like television and radio, the Internet was a new medium capable of delivering audiences to advertisers at a lower cost and with quicker immediacy. Superior to television or radio, however, the design and delivery of content via the Internet more closely approximate the magazine publishing experience⁴. This parallel process has allowed print magazine publishers to take advantage of the new medium by repurposing existing content online. What once considered as a risk became a catalyst increasing online

³ Magazine Designing, (2013). History of the Magazines. Retrieved 13 December 2015, from <http://www.magazinedesigning.com/history-of-the-magazines/>

⁴ Cindy Goldrick. "Spinning webzines: Every magazine, no matter where it's published or what its size, has a new media opportunity to explore." *Marketing*, 23 October 1995,21.

readers of original magazine. While the Internet has forced many businesses to rethink their strategies, the publishing industry was among the first to bring its products online only to find that few people were willing to pay for information. (Lisa M. Guidone, 2000)

Anicka Quin (2003) claimed that as a magazine to compete with the web as a new media form, many mistakes were made. Large budgets were sunk into elaborate websites in the hopes that revenue sources would soon follow. As a revenue generator, the Internet has yet to produce significant incomes for magazines. This is contrast to the result of many studies as the Internet would be new the source of revenue with print trending downwards, and the boom of digital in the magazine industry. Dora Santos Silva (2011) suggested that the digital environment is rich in potential for digital magazines. Nonetheless, the effect of the digital magazine is still inconclusive.

Furthermore, there is announcement from Preaw magazine that the company is plan to go out of business by the end of 2015, Miss Panichanaj Yampega (2015), editor of Preaw magazine, claimed that consumer behavior has changed in these recent years so paper media cannot catch up with the digital whereas consumers are still able to consume the content as soon as they want by via of mobile phone and the internet. It is officially suggested that the paper media as the magazine will be no longer demanded.

By contrast, some have predicted the death of the magazines, just like they have predicted the death of the newspapers in the 90's, but neither newspaper died, nor will the magazines (Kimmo Lundén, 2009). Besides, there will still be printed magazines, no matter how popular tablet editions are. Seemingly, the numbers tend to drop but they will never die. iPad is a great tool, and it certainly brings new possibilities in magazine production, but it cannot replace that feeling of paper between your fingers, especially for the elderly or those prefer classic.

Lastly, Magazines shape our lives, telling us what to wear, what to eat, what to think about ourselves and the world around us. Although this is the age of the Internet, we continue to enjoy magazines, admire their pages, editorials, headlines. Is there anything nicer than to come home after a hard day's work, put on slippers, sit back in a sofa and read a favorite magazine that you just grabbed at the local newsstand and so from issue to issue. (Magazine Designing, 2013)

To sum up briefly, there are various challenges to compete with the print magazine which are film and radio respectively, but with great potential and promise they, finally able to come across those struggle. However, the recent competitor that challenge this print media is the internet. Besides, it provides better form and function. Turning themselves to be digital magazine is the strategy used by this traditional media to against the internet. Some argue that the online media will finally drive print magazine out of the market. To some extent, there are still those who see that the death of print media as exaggeration.

III. Methodology

Having already established the basis of the literature reviews, it is now necessary to reflect upon how evidence will be collected and analyzed to support the arguments espoused in this paper as both primary and secondary data.

Secondary data research

Firstly, information was gathered from magazine industry and their adaptation responds to the competitors in the past and current situation that they faced. This can be done through secondary data research such as literature, news, empirical data and researches which are available online and offline. Then, the collected data are analyzed by using Porter's Five Forces to investigate each factor that shape this industry toward different directions.

Primary data research

Furthermore, I conducted a survey with a number of 200 observations so that I could find out how people behaviors towards the print magazine. In this research, the sample group is Thai people who lived in Bangkok. The survey was collected through online and offline by via of google doc (https://docs.google.com/forms/d/1MqRPybn8RDsJ1xMn48g_GtIVa1udl68PB8eJTDyNIA4/viewform) along with surveys. The questionnaire are separated into 4 sections. The first are related to the purchasing behavior towards print magazine since the past to present. Second, reasons behind the purchasing decision. Third, factors that lead the consumer to forgone the traditional media. Last, general information of respondents.

These responses are then analyzed by using statistical techniques mainly with cross tabulation, a joint frequency distribution of cases based on two or more categorical variables⁵, to obtain information that can be generalized about the whole population and investigate each type of customer as well as their perspective on each magazine.

⁵ Anon, (2015). 1st ed. [ebook] Available at: http://www.indiana.edu/~educy520/sec5982/week_12/chi_sq_summary011020.pdf [Accessed 1 Dec. 2015].

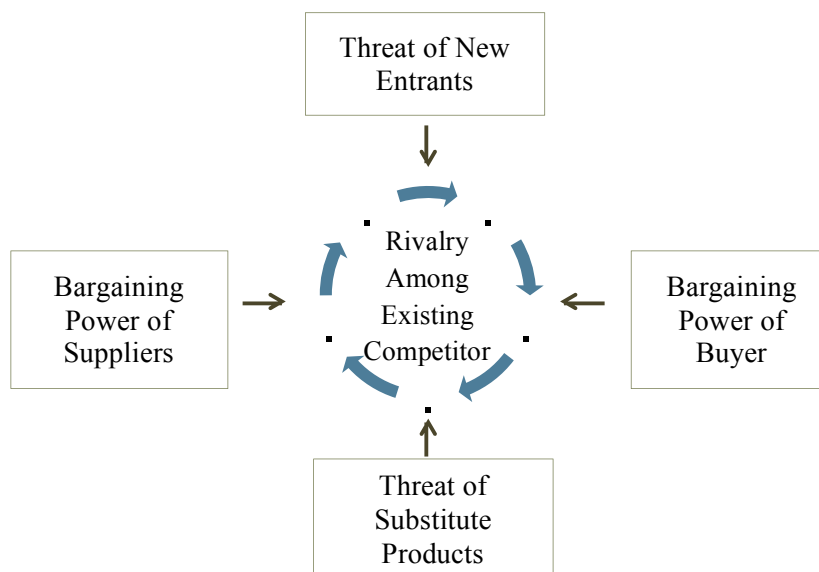
In order to gain a better understanding of the magazine business, I interviewed Miss Sirirat Norkaew, a Features writer from Lisa magazine, who has been worked at Lisa magazine for 5 years with past experience from TV pool magazine.

IV. Analytical framework

In order to analyze the potential profitability of magazine industry understanding where power lies in a business situation as well as predicting its future, in particular, I would like to use the work of Porter's five competitive forces (1980) as an analytical framework. Since, Porter's Five Forces model is a powerful management tool for analyzing the current industry profitability and attractiveness by using the outside-in perspective.

The basis of Porter's Five Forces is the approach of the industrial organization theory (IO). The IO assumes that the attractiveness of an industry, in which a company operates, is determined by the market structure due to the reason that market structure affects the behavior of market participants (Raible, 2013). See figure 1 for the five forces:

Figure 1: Porter's Five Force



Source: Harvard Business Review, 2008

Five Forces Analysis refers five important forces that determine competitive power in a situation which are:

1. The threat of the new entrants refers to the new companies that desire to enter this industry market and steal the market share. Then, put the pressure on prices and cost.
2. The threat of substitute refer to the products that can perform the similar or even the same function as an industry's product by different means, leading to more alternatives.
3. Bargaining power of supplier refer to the powerful suppliers that can squeeze profitability out of an industry by increase the cost of production.
4. Bargaining power of buyer refer to customer about ability to forcing down the price, demanding better quality or more services. Buyers are powerful if they gave negotiating leverage relative to industry participants.
5. Rivalry among existing competitor is the degree of rivalry between existing companies in the market. If there are more companies competing with one another, the resulting competitive pressure will mean that prices, profits, and strategy will be driven by it.

V. Result

Porter's Five Force

Threat of the new entrance

Threat of the entry of new competitor, power is also affected by the ability of people to enter the magazine market. If it costs little in time or money to enter to the market and compete effectively, if there are few economies of scale in place, or if there are little protection for the key technologies industry used, then new competitors can quickly enter the market and weaken the industry position.

As the world turning around, the development of technology such as the computer programs, information and communication technologies (ICT), allows the new startup magazine companies to launch a new magazine much easier in terms of shorter time consuming to build up new magazine as well as the budget required which is quite low. Besides, the technology used by the industry is easy to access and do not required any innovation. By way of illustration, Dan Wiesner, CEO of Wiesner Publishing, stated that he started with eight-month budget of \$20,000, a subsequent 5-6 month budget of \$60,000 and a final 24-36 months at \$40,000, Wiesner aggregated a list of 50,000 names and ended with a circulation of 40,000. So in three years and a relatively small amount of money, a competitor can be up, running and profitable⁶. Therefore, unlike larger magazine publishers, the threat of entry for smaller magazine publishers is huge.

Threat of the substitutes product or services

A substitute product is a product from another industry that offers benefits to the consumer similar to those of the product produced by the firms within the industry. Substitutes for print media are radio, television, e-papers, online newspaper, door to door campaigns,

⁶ Folio, (2007). How to Create a Circulation Strategy for Startups and Spin-Offs - Folio:. Retrieved 19 October 2015, from <http://www.foliomag.com/2007/how-create-circulation-strategy-startups-and-spin-offs/>

exhibition, pamphlet distribution. On top of that, online contents which is considered to be a major player to threat printed magazine, has driven out subscriber loyalty and offers advertisers a cheap, trackable marketing channel.

The Media Consumption Forecasts by Zenith Optimedia (2015) reported that while the internet has propelled growth in overall media consumption, it has also eroded the consumption of every traditional medium except outdoor (i.e. newspapers, magazines, television, radio and cinema) as these consumptions fell between 2010 and 2014, with the rise of internet used. Therefore, the threat of the substitutes product is high.

Bargaining power of buyers

For the bargaining power of buyers, the buyer in print magazine industry can be grouped into 2 categories; the subscribers and advertisers. First, Subscribers have some bargaining power since a great deal of content is now located online for free and easier to access by via of smart phone and iPad which is much faster, readers can read the content from as soon as they want. Nonetheless, it seems impossible to force the company to lower its price or even request a better service without direct contact. Second, advertisers who want to promote their product in the magazine have a certain level of bargaining power since they are able to negotiate the magazine company to get a low price and claim that the cost of switching is low, especially with the substitute of cheap, trackable online marketing. Furthermore, there are varieties of media to advertise, making advertiser more powerful, described as middle bargaining power.

Bargaining power of suppliers

Suppliers increase competition within an industry by threatening to raise prices or reduce the quality of goods and services. As a result, they reduce profitability in an industry where companies cannot recover cost increases in their own prices. For magazine industry, there are 2 main suppliers which are printers and journalists, they all compete for the same

business. Besides, some magazine companies have their own publishing company such as Amarin Printing & Publishing Public Company Limited. Therefore, the bargaining power is low.

Rivalry among existing competitors

In economics, a monopoly industry structure earns the most profit while the “perfect competition” industry structure earns the least. An increase in competitive rivalry among existing firms brings an industry closer to the theoretical “perfect competition” state.

By observing Magazine Dee website, the magazine can separate into 36 categories (See in appendix 1) and the total number of Thai magazine is 847. It seems that the rivalry among existing competitors are relatively vigorous since the number shown is high, the truth is, magazine competition will be high and low depends on category of magazines. By way of illustration, there are 88 sexy magazines for men and only 2 lesbian magazines meaning that there are more competitive in men magazine than women’s.

Since competitors are organizations with similar products as a print magazine but aimed at the different customer groups, the competition in the industry can be fierce in some type. Therefore, competition varies among brand-positioning models.

Interview

I interviewed Miss Sirirat Norkaew, Features writer from Lisa magazine, and past experience in T.V. pool magazine. (See the list of questions in appendix 2)

Figure2: supply chain of magazine industry



Source: by interviewed Miss Sirirat Norkaew

The figure2 above represent the I supply chain of magazine industry, initially the team need to plan monthly concept for the whole year then the writer provides the content relevant to the magazine prior to magazine editor. Subsequently, the editor adjusts and in accord with the overall contents, it will be sent to the prove reader. By knowing the overview, now it is the job for art and design department also production department to check all the materials, illustration, color, and confirmed that the work is ready to print out at publishing company. Lastly, all magazines will be distributed to the store and customer.

The source of income mainly generated from advertisement and sales. She also claimed that the revenue has fallen according to the rise of digital age especially the internet, smart phone, and I pad. However, current revenues are enough to maintain the business since the provincial area in Thailand was not access to the digital as much as in town. Therefore, the effect can be light. Moreover, to generate other sources of income, Lisa magazine launch their own website recently which is www.lisaguru.com. By doing this, the writers who generally write for offline contents needs to write for online contents as well which quite similar. Most of magazine companies tend to shift rivaling among existing competitor from offline to online media. According to her past experience, claiming that each magazine uses the different strategy to challenge. For example, Lisa magazine provide the similar content from the print

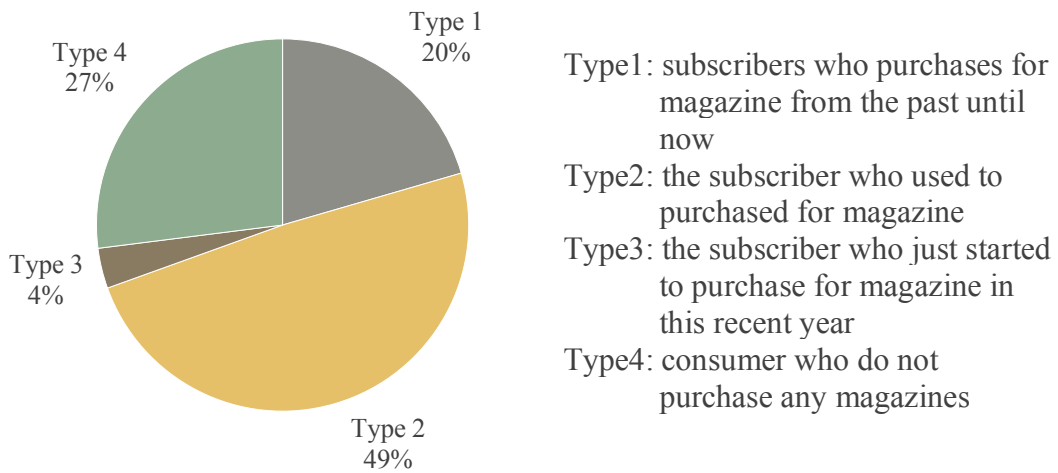
magazine to online media then promote through Facebook but T.V. pool magazine chooses to provide only small part of original contents online and focus on entertainment news instead.

By comparing Thailand with the developed country, the response to the threats is quite similar, most of technique Thai's companies use is following the tend of international level such as access to online. However, not all the methods can be done as E-Magazine was not popular in Thailand so E-Magazine might not be the appropriate for Thai's market. By predicting how the magazine industry is going to be in the next ten years, Miss Sirirat Norkaew personally estimated that only the strong magazine will exist in the market since some content only provided in the magazine. Besides, the paper is more desirable and gentle to human physical if the readers need to take long time to read or concentrate when compared to the digital.

Survey

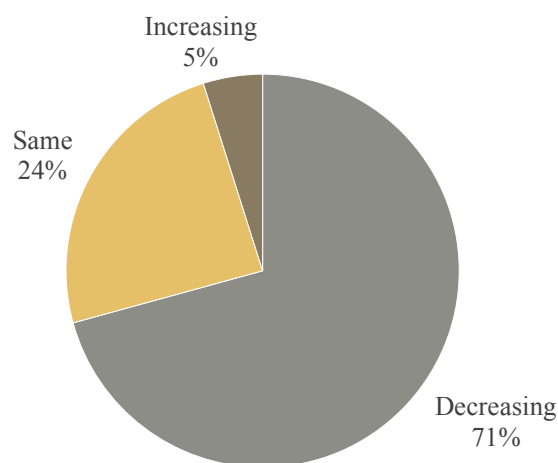
By collecting data from survey with the number of observation 200 people (See appendix 3), firstly the questionnaire designed to separate consumer into 4 types. Type 1, 2, 3 and 4 referred to the subscribers who purchases for magazine from the past until now, the subscriber who used to purchased for magazine, the subscriber who just started to purchase for magazine in this recent year and the consumer who do not purchase any magazines respectively. The figure3 shows the distribution of all type of consumer. Most of the consumer described themselves as type 2 (49% of total responds), type 4 (27% of total responds), type 1 (20% of total responds) and followed by type 3 (4% of total responds). Almost half of all consumer are abrogate subscribes print magazine meaning that the revenue generated by magazine companies fell. Even so, there are still those who purchase for the product, stating that there is demand for the print magazine in the society.

Figure3: all type of consumer towards magazine industry



In addition, to investigate type 1 subscribers deeper, the questionnaire asked them to select whether they purchasing magazine more, less, or remain the same. the figure4 shows the distribution of type1 trending towards the number of print magazine purchased. 5% of type1 indicated that the purchase more on print magazine, 24% of them are purchase at the same level comparing to the past, and 70% of type1 consumer said that the time and money spending on print magazine has constantly declined. Therefore, the number of subscriber is expected to be less in the future.

Figure4: the trend of magazine consumed responded by type1



By using the cross tabulation between the age range and type of consumer. The chart suggested that most of people who age 15-20,21-30 ,41-50, and 51-60 years old are type 4 (54.17%), type 2 (55.80%), type1(50.00%), and type1(58.33%) successively. For most of people aged from 31 to 40 are type1 and type2 equally (37.50%). Thus, the majority of subscribers for magazine industry are people who are 31 to 60.

Table1: Tabulation between types of consumer and each age range

Age	Type of customer				Total
	Type 1	Type 2	Type 3	Type 4	
15-20	8.33%	37.50%	0.00%	54.17%	100.00%
21-30	15.22%	55.80%	5.07%	23.91%	100.00%
31-40	37.50%	37.50%	0.00%	25.00%	100.00%
41-50	50.00%	40.00%	0.00%	10.00%	100.00%
51-60	58.33%	16.67%	0.00%	25.00%	100.00%

Next, the cross tabulation between age range and the type of magazine they currently purchase. By allowing the respondents to choose different types of magazines from the list, table2 present the percentage of the type of magazine that customer currently purchase from the total number of each respondent age range in particular. The column headers are all the list of magazine provided. The top 3 that subscribers in each age range selected will show in red color. It is obviously shown that the most popular magazine for all ages are travelling, fashion & beauty, and entertainment. The top 3 types of magazine that people consume least are Music, car & motorbike, and teenage magazines. The result can refer to the future that the magazine is consumed by all generation and tend to exist in the market. For the magazine people consume least have a tendency to be out of market.

Table2: between the type of magazine purchased and each age range

AGE	Fashion & Beauty	Mom & Kids	For men	Sport	Business	Wedding	Cartoon & Animation
15-20	21%	0%	8%	0%	0%	8%	0%
21-30	25%	7%	7%	11%	21%	11%	18%
31-40	31%	6%	0%	6%	19%	0%	6%
41-50	60%	0%	0%	10%	40%	0%	0%
51-60	25%	8%	0%	8%	25%	8%	0%

AGE	Teenage	Home decoration	News	Health	Design & Graphic	Documentary	Entertainment
15-20	0%	13%	0%	4%	8%	8%	13%
21-30	19%	21%	14%	17%	10%	12%	20%
31-40	0%	19%	13%	38%	6%	6%	31%
41-50	0%	50%	0%	70%	0%	10%	0%
51-60	0%	33%	0%	17%	8%	8%	50%

AGE	Computer & Games	Music	Car & Motorbike	Religion	Food	Travelling
15-20	0%	0%	0%	0%	0%	17%
21-30	8%	5%	9%	6%	22%	27%
31-40	13%	0%	0%	0%	19%	31%
41-50	0%	0%	0%	10%	40%	60%
51-60	17%	0%	0%	0%	25%	33%

Apart from what I mention above, in order to observe the reasons that most of the effect to the subscribers' magazine purchasing decision, the questionnaires asked the respondents to score for each reason in table 3. The score range from 1 to 5, which are lowest to highest, score equals to 1 means that the reason has no effect to their decision making and if the score is 5 meaning that the respondent strongly agrees with the reason. The table below shows the rank of reasons from the highest average score of each reason. Certainly, the majority of subscribers concern that the content that they receive from the magazine is reliable which is different from the internet.

Table3: Rank of reasons why people purchase print magazine

Reason	Average score
Reliable contents	4.146341
Interesting contents	4.097561
Content covered reader's interest	4.097561
Prefer the print to online	3.780488
Illustration	3.780488
Brand	3.682327
Exclusive contents	3.658537
Front Cover	3.439024
Reasonable price	3.365854
Writer	3.219512
Collected	2.926829
Gift/premium	2.829268
Discounted coupon	2.804878

Table4: Rank of reasons why people stop purchase print magazine

Reason	Average score
Smart Phone	4.530612
Content from the internet	4.367345
Varieties of content	4.204082
Able to interact	3.44898
Unreasonable price	3.316327
E-Magazine	3.091837
Magazine is hard to fine	2.94898

Next, by investigate of reasons that erode consumption from the magazine are also necessary. The higher score in table4 meaning that factor is strongly affected subscriber to abrogate purchasing. Doubtlessly, the highest score goes to smartphone and content from the internet. Moreover, by consider in the last two which are magazine is hard to find and E-magazine. This information confirmed that Thai's people do not purchase for e-magazine.

VI. Conclusion

Ultimately, as the time past there are various competitors challenging magazine industry but with the adaptation and improvement this traditional media able to overcome and generate revenue to continue the business. As the world turning around, the magazine publishing business has ridden a roller coaster of profits and losses due to the advent of information online, and introduction of smart phones. The number of subscribers and advertisers has been declining significantly. Therefore, the question arises in my mind 'why does printed magazine still exist despite the rise of online magazine?'.

After prudently investigated the industry, using Michael Porter's Five Forces for analyzing the potential profitability of an industry, it seems a fair suggestion that the magazine publishing business certainly faces some strong challenges in term of substitution and bargaining power of buyers. But with a strategy focused on core strengths to compensate the weakness, some magazine categories as travelling, entertainment, fashion and beauty will stay in the market, whereas, some will do it poorly and less profitability.

Moreover, resulting from survey state that there is demand for the print magazine in the society. Most of the customer are people who age range from 31 to 60 years old, implying that in the next 10 or 20 years the number of subscribers will be decline. Majority of magazine companies are now adapting themselves to compete with online market. Even though there is still no sign of success by doing this strategy, it still promising. By forecasting the overview of magazine industry in the next 10 years, as far as I am concerned, only some types of magazine will remain in the market which are travelling, fashion & beauty, and entertainment magazine. The reasons behind are the strong core of contents which are needed to be interesting, covering, unique and reliable.

VII. Limitation

To forecast the future, the varies aspects are needed to be considered and take into account. According to the limited of time, I gather too small number of observations which may not strong enough to represent the whole population. Moreover, I interviewed only 1 person from magazine industry, the result might have some biased towards her perspective.

Reference

- Amarin.com,. (2015). Contact us. Retrieved 30 November 2015, from <http://amarin.com/corp/en/Contactus.aspx>.
- Anon, (2015). 1st ed. [ebook] Available at: http://www.indiana.edu/~educy520/sec5982/week_12/chi_sq_summary011020.pdf [Accessed 1 Dec. 2015].
- Barnard, J. (2015). Internet use to drive 1.4% increase in media consumption in 2015 – ZenithOptimedia. ZenithOptimedia. Retrieved 19 September 2015, from <http://www.zenithoptimedia.com/internet-use-drive-1-4-increase-media-consumption-2015/>.
- Businessweek.com,. (2015). The Print Media Are Doomed - BusinessWeek. Retrieved 18 December 2015, from http://www.businessweek.com/debateroom/archives/2008/12/the_print_media_are_doomed.html
- Cindy Goldrick. "Spinning webzines: Every magazine, no matter where it's published or what its size, has a new media opportunity to explore." *Marketing*, 23 October 1995,21.
- Ekinsmyth, C. (2002). Project organization, embeddedness and risk in magazine publishing. *Regional studies*, 36(3), 229-243.
- Fetscherin, M., & Knolmayer, G. (2004). Business models for content delivery: an empirical analysis of the newspaper and magazine industry. *International Journal on Media Management*, 6(1-2), 4-11.
- Folio:,. (2007). How to Create a Circulation Strategy for Startups and Spin-Offs - Folio:,. Retrieved 19 October 2015, from <http://www.foliomag.com/2007/how-create-circulation-strategy-startups-and-spin-offs/>.
- Karagiannopoulos, G. D., Georgopoulos, N., & Nikolopoulos, K. (2005). Fathoming Porter's five forces model in the internet era. *info*, 7(6), 66-76.
- MaRS,. (2015). Industry Rivalry & Competition | Porter's Five Forces. Retrieved 30 November 2015, from <https://www.marsdd.com/mars-library/industry-rivalry-and-competition-using-five-forces/>
- Narayanan, V. K., & Fahey, L. (2005). The relevance of the institutional underpinnings of Porter's five forces framework to emerging economies: An epistemological analysis. *Journal of Management Studies*, 42(1), 207-223.
- Porter, M. E. (2008). The five competitive forces that shape strategy.

- Powell, T. C. (1996). Research notes and communications. How much does industry matter? An alternative empirical test. *Strategic Management Journal*, 17(4), 323-334.
- Rust, R. T., & Oliver, R. W. (1994). The death of advertising. *Journal of Advertising*, 23(4), 71-77.
- Sheehan, N. T. (2005). Why old tools won't work in the "new" knowledge economy. *Journal of Business Strategy*, 26(4), 53-60.
- Silva, D. S. (2011). The future of digital magazine publishing. *Information Services & Use*, 31(3-4), 301-310.
- Willis, J. L. (2006). Magazine prices revisited. *Journal of Applied Econometrics*, 21(3), 337-344.

Appendix

Appendix 1:

Table: The number of competitors in each magazine category

Categories	The number of competitors
Fashion	54
Men lifestyle magazine	42
Woman lifestyle magazine	28
Gay lifestyle	3
Lesbian lifestyle	2
Sexy model for men	88
Sexy model for woman	72
Model	6
Teenage	84
Travelling	58
Health	22
Gossip	28
Love and life story	16
Home decoration	22
Real estate	5
Car and Motorbike	43
Technology & IT	23
Craft art	3
Art and design	13
Mom and kids	9
Food and bakery	14
Pet	7
Shopping	7
Movie	12
Music and sound	14
General knowledge	26
Business and investment	30
Sport	16
Watch and accessories	12
Cartoon and animation	31
Thai series	8
Games	7
Language	7
Religion	6
Wedding	13
Beauty	16
Total	847

Source: <http://www.magazinedee.com>

Appendix 2:

Interview Questions

1. What are the components in business magazines starting from producing process to the end customers (Supply Chain)?
2. Where does the magazine's revenue come from, which channels? 3. Bargaining power of suppliers.
 - Does magazine owner own the publisher?
 - Where do they get the information from?
4. Do you think it is easy to establish the magazine company to be the competition with other magazine viral? (Threat of new entrants)
 - Capital requirement: What are required? High or low?
 - Economics of scale: High or low?
 - Cost or expenses in purchasing the substitute magazine : High or low
 - Reachable distribution channels
 - Cost disadvantage: Knowledge(s), experience(s)
5. Threats from substitute products
 - How does the internet affects magazine industry?
 - How does the magazine industry from aboard adapt to the current situation?
 - In Thailand, what strategy do they apply in order to survive in the market?
 - Is there any differences between Thai magazine industry VS aboard magazine industry, how?
 - What are the differences of information from magazines and information from internet?
6. How does the internet affects magazine industry?
7. How does the magazine industry from aboard adapt to the current situation?
8. In Thailand, what strategy do they apply in order to survive in the market?
9. Trend or shift of magazine industry in the future.

Appendix 3:

Questionnaire

Research topic: Changing in customer behaviours toward magazine industry from the past to present in Thailand. (Why does publishing magazine still exist in the age of technology?)

This questionnaire is part of study of Bachelor’s degree in faculty of Economics, Thammasat University. This questionnaire contains with four parts. Your answers would be very useful and valuable information to support our research, please complete all the questions. Guidance: Please check (✓) on what you actually do, based on your experiences.

Part 1 Magazine purchasing behavior from the past to present. (Past=before 2015)

1.1 Which options describe your purchasing behavior? (Choose only one option)

- Purchased magazine in the past, still purchasing . (Continue to the next question)
- Purchased magazine in the past, not purchasing anymore. (Go to question 1.3)
- Start to purchasing magazine in this recent years. (Go to question 1.3)
- Had never purchased magazine in the past, even now. (Go to part 4)

1.2 You are purchasing book magazine more or less from the past to the present?

- Lesser than before Same as before More than before

1.3 What type of book magazine you are consuming from the past until now? Please check (✓) on what you actually do on the right scales. (Can answer more than one)

Categories	Past (Do not choose if you had never purchased)	Present (Do not choose if you are not purchasing)
Fashion & Beauty		
Mom & Kids		
For men		
Sport		
Business		
Wedding		
Cartoon & Animation		
Computer & Games		
Music		
Car & Motorbike		
Teenage		
Home decoration		
Entertainment		
Health		
Design & Graphics		
Documentary		
News		
Religion		
Food		
Travelling		
Others		

Part 2 Behaviours factors that influences in purchasing magazine.

2.1 Which options do you think influences you to choose the book magazine which you have purchases by check (✓) on what you actually do on the right scales.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Contents match buyer's interest					
Exact contents and reliable					
Satisfied and fulfilled contents					
The contents can not be found from other viral.					
Cover page (Actor, actress or celebrity)					
The illustrations within books					
Brand awareness					
Free gift inside the magazine such as notebook or bag					
Free voucher such as Starbucks card or Discount from cosmetic brand.					
Prefer to read from book more than online version.					
Collect					
Reasonable price					

Other _____

Part 3 Behavior factors that influences in not or stopped purchasing magazine.

3.1 Which options do you think influences you to choose the book magazine which you have purchases by check (✓) on what you actually do on the right scales.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Able to find else where such as internet					
Prefer E-Magazine					
Easy to access from Smartphone					
Diverse sources of information such as video					
Able to interact, comment, and share information from other sources					
Unreasonable price					
Hard to find book store					

Other _____

Part 4 General information

1. Gender

- Male Female

2. Age

- Under 15 years old 15-20 years old 21-30 years old
 31-40 years old 41-50 years old 51-60 years old
 61-70 years old older than 71 years old

3. Educational level

- Lower than secondary school Secondary school High school
 Bachelor degree Master degree Ph.D
 Other _____

4. Occupation

- Student Government officer Officer
 Business owner Teacher/professor Employee
 Freelance Entrepreneur Specialist
 Other _____

5. Monthly income

- Lower than 5,000 THB 5,000-9,999 THB 10,000-19,999 THB
 20,000-29,999 THB 30,000-39,999 THB 40,000-49,999 THB
 50,000-59,999 THB Higher than 60,000 THB

Appendix 4:

`. tab Typeofcustomer`

Type of customer	Freq.	Percent	Cum.
1	41	20.50	20.50
2	98	49.00	69.50
3	7	3.50	73.00
4	54	27.00	100.00
Total	200	100.00	

Appendix 5:

`. tabulate Typeofcustomer Trend`

Type of customer	Trend			Total
	1	2	3	
1	29	10	2	41
2	98	0	0	98
3	0	0	7	7
4	0	54	0	54
Total	127	64	9	200

Appendix 6:

```
. tabulate Age Typeofcustomer
```

Age	Type of customer				Total
	1	2	3	4	
2	2	9	0	13	24
3	21	77	7	33	138
4	6	6	0	4	16
5	5	4	0	1	10
6	7	2	0	3	12
Total	41	98	7	54	200

Appendix 7:

```
. bysort Typeofcustomer: sum
```

-> Typeofcustomer = 1

Variable	Obs	Mean	Std. Dev.	Min	Max
Age	41	3.853659	1.236143	2	6
Typeofcust~r	41	1	0	1	1
Trend	41	1.341463	.5748807	1	3
TM1Fashion~y	41	1.658537	1.31548	0	3
TM2MomKids	41	.2926829	.5587442	0	2
TM3Formen	41	.4146341	.7407972	0	3
TM4Sport	41	.5853659	1.048227	0	3
TM5Business	41	1.121951	1.144446	0	3
TM6Wedding	41	.5121951	.8978294	0	3
TM7Cartoon~n	41	.8292683	1.11585	0	3
TM8Compute~s	41	.5121951	.8695387	0	3
TM9Music	41	.3902439	.8024353	0	3
TM10CarMot~e	41	.4878049	.8099985	0	3
TM11Teenage	41	1.365854	1.240083	0	3
TM12Homede~n	41	1.536585	1.343457	0	3
TM13Entert~t	41	1.097561	1.319183	0	3
TM14Health	41	1.219512	1.255233	0	3
TM15Design~c	41	.5121951	.9252554	0	3
TM16Docume~y	41	.8292683	1.11585	0	3
TM17News	41	.5609756	.9759298	0	3
TM18Religion	41	.3170732	.6869871	0	3
TM19Food	41	1.268293	1.24548	0	3
TM20Travel~g	41	1.682927	1.331147	0	3
R1interest	41	4.097561	.6635088	2	5
R2Reliable	41	4.146341	.6148567	3	5
R3Covered	41	4.097561	.6635088	2	5
R4Unique	41	3.658537	.9901958	2	5
R5Writer	41	3.219512	.9877296	1	5
R6FrontCover	41	3.439024	1.119124	1	5
R7illustra~n	41	3.780488	.9877296	1	5
R8Brand	41	3.682927	.8786075	2	5
R9giftprem~m	41	2.829268	1.138034	1	5
R10discoun~n	41	2.804878	1.187845	1	5
R11Preferp~e	41	3.780488	1.151351	1	5
R12collected	41	2.926829	1.272601	1	5
R13Reasona~e	41	3.365854	1.134815	1	5
N1Contentf~t	41	3.780488	1.193989	1	5
N2EMagazine	41	3.04878	1.203146	1	5
N3Smartphon	41	3.658537	1.109274	1	5
N4varietie~t	41	3.536585	1.226735	1	5
N5abletoin~t	41	2.926829	1.191433	1	5
N6unreason~e	41	3.02439	1.060373	1	5
N7magazine~p	41	2.926829	1.034172	1	5

Appendix 8:

-> Typeofcustomer = 2

Variable	Obs	Mean	Std. Dev.	Min	Max
Age	98	3.112245	.7017306	2	6
Typeofcust~r	98	2	0	2	2
Trend	98	1	0	1	1
TM1Fashion~y	98	1.265306	1.040926	0	3
TM2MomKids	98	.4489796	.7614751	0	3
TM3Formen	98	.4591837	.6911572	0	3
TM4Sport	98	.4795918	.7894875	0	3
TM5Business	98	.6428571	.8525281	0	3
TM6Wedding	98	.4183673	.7984969	0	3
TM7Cartoon~n	98	.9795918	.8492518	0	3
TM8Compute~s	98	.4897959	.7356167	0	3
TM9Music	98	.5714286	.8122769	0	3
TM10CarMot~e	98	.3877551	.7126638	0	3
TM11Teenage	98	1.142857	.9632419	0	3
TM12Homede~n	98	.7346939	1.000526	0	3
TM13Entert~t	98	1.030612	1.116457	0	3
TM14Health	98	.744898	.998052	0	3
TM15Design~c	98	.4897959	.8402859	0	3
TM16Docume~y	98	.5408163	.8754188	0	3
TM17News	98	.4795918	.8400981	0	3
TM18Religion	98	.3265306	.654493	0	3
TM19Food	98	.6734694	.9715065	0	3
TM20Travel~g	98	.9081633	1.122284	0	3
R1interest	98	4.071429	.789754	2	5
R2Reliable	98	3.979592	.745842	2	5
R3Covered	98	4.071429	.789754	2	5
R4Unique	98	3.72449	1.023241	1	5
R5Writer	98	2.897959	.9790569	1	5
R6FrontCover	98	3.581633	.9185765	1	5
R7illustra~n	98	3.673469	.8941449	1	5
R8Brand	98	3.612245	.98056	1	5
R9giftprem~m	98	2.846939	1.195801	1	5
R10discoun~n	98	3.27551	1.216558	1	5
R11Preferp~e	98	3.704082	1.02755	1	5
R12collected	98	2.959184	1.174632	1	5
R13Reasona~e	98	3.77551	.8913168	1	5
N1Contentf~t	98	4.367347	.8297032	2	5
N2EMagazine	98	3.091837	1.103759	1	5
N3Smartphon	98	4.530612	.6292539	3	5
N4varietie~t	98	4.204082	.8117587	2	5
N5abletoin~t	98	3.44898	1.066089	1	5
N6unreason~e	98	3.316327	1.099174	1	5
N7magazine~p	98	2.94898	1.106424	1	5

Appendix 9:

-> Typeofcustomer = 3

Variable	Obs	Mean	Std. Dev.	Min	Max
Age	7	3	0	3	3
Typeofcust~r	7	3	0	3	3
Trend	7	3	0	3	3
TM1Fashion~y	7	1	1.154701	0	3
TM2MomKids	7	.7142857	.7559289	0	2
TM3Formen	7	.7142857	1.112697	0	3
TM4Sport	7	.5714286	.7867958	0	2
TM5Business	7	1.142857	1.069045	0	2
TM6Wedding	7	.4285714	.5345225	0	1
TM7Cartoon~n	7	.4285714	.5345225	0	1
TM8Compute~s	7	.5714286	.7867958	0	2
TM9Music	7	.2857143	.48795	0	1
TM10CarMot~e	7	.2857143	.48795	0	1
TM11Teenage	7	1.428571	1.272418	0	3
TM12Homede~n	7	1.285714	1.253566	0	3
TM13Entert~t	7	1.571429	1.397276	0	3
TM14Health	7	.5714286	1.133893	0	3
TM15Design~c	7	.2857143	.48795	0	1
TM16Docume~y	7	.5714286	.7867958	0	2
TM17News	7	.7142857	.7559289	0	2
TM18Religion	7	.2857143	.48795	0	1
TM19Food	7	1.285714	1.380131	0	3
TM20Travel~g	7	1.428571	1.397276	0	3
R1interest	7	4.571429	.5345225	4	5
R2Reliable	7	4.428571	.5345225	4	5
R3Covered	7	4.571429	.5345225	4	5
R4Unique	7	4.285714	.48795	4	5
R5Writer	7	2.857143	1.069045	1	4
R6FrontCover	7	4.428571	.5345225	4	5
R7illustra~n	7	4.285714	.7559289	3	5
R8Brand	7	4.142857	.6900656	3	5
R9giftprem~m	7	3.285714	1.253566	1	4
R10discoun~n	7	4.142857	.3779645	4	5
R11Preferp~e	7	4.428571	.7867958	3	5
R12collected	7	3.428571	1.511858	1	5
R13Reasona~e	7	4	1	2	5
N1Contentf~t	7	4.285714	.48795	4	5
N2EMagazine	7	3.571429	1.272418	2	5
N3Smartphon	7	4.428571	.5345225	4	5
N4varietie~t	7	4.428571	.5345225	4	5
N5abletoin~t	7	4.142857	.6900656	3	5
N6unreason~e	7	3.714286	.7559289	3	5
N7magazine~p	7	3.714286	.7559289	3	5

Appendix 10:

. . tabulate Age TM1FashionBeauty

Age	TM1Fashion & Beauty				Total
	0	1	2	3	
2	16	3	0	5	24
3	62	41	15	20	138
4	7	4	1	4	16
5	2	2	0	6	10
6	6	3	0	3	12
Total	93	53	16	38	200

. . tabulate Age TM2MomKids

Age	TM2Mom & Kids				Total
	0	1	2	3	
2	22	2	0	0	24
3	102	27	7	2	138
4	12	3	0	1	16
5	9	1	0	0	10
6	9	2	0	1	12
Total	154	35	7	4	200

. . tabulate Age TM3Formen

Age	TM3For men				Total
	0	1	2	3	
2	21	1	2	0	24
3	94	34	6	4	138
4	13	3	0	0	16
5	10	0	0	0	10
6	11	1	0	0	12
Total	149	39	8	4	200

. . tabulate Age TM4Sport

Age	TM4Sport				Total
	0	1	2	3	
2	24	0	0	0	24
3	94	29	9	6	138
4	14	1	0	1	16
5	9	0	0	1	10
6	11	0	0	1	12
Total	152	30	9	9	200

. . tabulate Age TM5Business

Age	TM5Business				Total
	0	1	2	3	
2	23	1	0	0	24
3	86	23	24	5	138
4	8	5	1	2	16
5	5	1	4	0	10
6	9	0	1	2	12
Total	131	30	30	9	200

. . tabulate Age TM6Wedding

Age	TM6Wedding				Total
	0	1	2	3	
2	21	1	0	2	24
3	104	19	12	3	138
4	13	3	0	0	16
5	10	0	0	0	10
6	11	0	0	1	12
Total	159	23	12	6	200

. . tabulate Age TM7CartoonAnimation

Age	TM7Cartoon & Animation				Total
	0	1	2	3	
2	17	7	0	0	24
3	63	50	10	15	138
4	12	3	1	0	16
5	7	3	0	0	10
6	9	3	0	0	12
Total	108	66	11	15	200

. . tabulate Age TM8ComputerGames

Age	TM8Computer & Games				Total
	0	1	2	3	
2	22	2	0	0	24
3	94	33	6	5	138
4	13	1	2	0	16
5	9	1	0	0	10
6	9	1	2	0	12
Total	147	38	10	5	200

. . tabulate Age TM9Music

Age	TM9Music				Total
	0	1	2	3	
2	22	2	0	0	24
3	92	32	7	7	138
4	13	3	0	0	16
5	10	0	0	0	10
6	10	2	0	0	12
Total	147	39	7	7	200

. . tabulate Age TM10CarMotorbike

Age	TM10Car & Motorbike				Total
	0	1	2	3	
2	23	1	0	0	24
3	102	23	9	4	138
4	13	3	0	0	16
5	9	1	0	0	10
6	10	2	0	0	12
Total	157	30	9	4	200

. . tabulate Age TM11Teenage

Age	TM11Teenage				Total
	0	1	2	3	
2	16	6	2	0	24
3	54	44	14	26	138
4	10	3	3	0	16
5	6	0	4	0	10
6	11	1	0	0	12
Total	97	54	23	26	200

. . tabulate Age TM12Homedecoration

Age	TM12Home decoration				Total
	0	1	2	3	
2	18	3	1	2	24
3	87	22	16	13	138
4	10	3	0	3	16
5	4	1	0	5	10
6	8	0	0	4	12
Total	127	29	17	27	200

. . tabulate Age TM13Entertainment

Age	TM13Entertainment				Total
	0	1	2	3	
2	18	3	1	2	24
3	78	32	7	21	138
4	8	3	1	4	16
5	8	2	0	0	10
6	6	0	0	6	12
Total	118	40	9	33	200

. . tabulate Age TM14Health

Age	TM14Health				Total
	0	1	2	3	
2	21	2	1	0	24
3	92	23	13	10	138
4	8	2	1	5	16
5	3	0	3	4	10
6	8	2	1	1	12
Total	132	29	19	20	200

. . tabulate Age TM15DesignGrafic

Age	TM15Design & Grafic				Total
	0	1	2	3	
2	21	1	0	2	24
3	100	24	9	5	138
4	13	2	1	0	16
5	10	0	0	0	10
6	11	0	0	1	12
Total	155	27	10	8	200

. . tabulate Age TM16Documentary

Age	TM16Documentary				Total
	0	1	2	3	
2	21	1	0	2	24
3	95	26	8	9	138
4	13	2	1	0	16
5	5	4	0	1	10
6	10	1	0	1	12
Total	144	34	9	13	200

. . tabulate Age TM17News

Age	TM17News				Total
	0	1	2	3	
2	23	1	0	0	24
3	98	21	12	7	138
4	12	2	1	1	16
5	10	0	0	0	10
6	11	1	0	0	12
Total	154	25	13	8	200

. . tabulate Age TM18Religion

Age	TM18Religion				Total
	0	1	2	3	
2	23	1	0	0	24
3	109	21	5	3	138
4	13	3	0	0	16
5	9	0	1	0	10
6	11	1	0	0	12
Total	165	26	6	3	200

. . tabulate Age TM19Food

Age	TM19Food				Total
	0	1	2	3	
2	19	5	0	0	24
3	87	21	14	16	138
4	12	1	0	3	16
5	6	0	4	0	10
6	9	0	2	1	12
Total	133	27	20	20	200

. . tabulate Age TM20Travelling

Age	TM20Travelling				Total
	0	1	2	3	
2	18	2	2	2	24
3	82	19	17	20	138
4	10	1	2	3	16
5	4	0	0	6	10
6	8	0	1	3	12
Total	122	22	22	34	200