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MEDIA ENTREPRENEURSHIP FOR THE BUSINESS OF ADVERTISING MEDIA IN IRAN

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ABSTRACT

Nowadays media related businesses have arisen and consequently the demand for designing entrepreneurial models in this field has increased. The aim of this study is presenting a model for media entrepreneurship in the field of advertising media in Iran. The method that has been used in this study is considered qualitative and content analysis has been used for data analyzing. Data have been obtained through 11 semi-structured interviews with advertising media businesses in the country. The results show that the key factors in the media entrepreneurship model are individual factors (such as media entrepreneur characteristics, resources and company characteristics), media entrepreneurship opportunity process (identification, evaluation, operation and output of media entrepreneurship) and environmental factors. The process of doing media entrepreneurship for commercializing the media concepts and ideas is influenced by two individual and environmental factors. Considering these two factors will lead to a better output for media entrepreneurial business and consequently better economic growth.

Keywords: Media Entrepreneurship, Advertising Businesses, Digital Media, Platform Business

INTRODUCTION

Nowadays, media not only influences the way people communicate, but also effects some aspects of business such as entrepreneurship and its creation. Recently media has created new ways for business, ways that don't require high costs to take the advantage of entrepreneurial opportunities (Çiçek, 2018). Two subjects that has considered recently are media and entrepreneurship which media entrepreneurship is originated from them (Caves, 2000).

Media entrepreneurship is an evolving field and research on it has increased in the last few years. Media companies today have an entrepreneurial structure and are influenced by digitalization and have paid more attention to digital contexts in communicating with audiences (Evens et al., 2018; Habisch and Bachmann, 2017). Media entrepreneurship is almost a new discourse and therefore has considered recently and has grown as an academic field (Achtenhagen, 2017; Hang, 2018). Entrepreneurship in the field of media has a very high potential for research and has been considered by academics and non-academics (Hoag and Compaine, 2006). The media industry has made it very important for the media business by creating job opportunities as well as motivations for entrepreneurs (Hoag and Compaine, 2006). The attractions in terms of content production and distribution, dependence on technology and

innovation, as well as the extensive media connection with society and people's daily lives have made media entrepreneurship very attractive (Will et al., 2020).

There are different types of media, one of which is advertising media. Warn Berger (2001) considers advertising media to include Television, Radio, Print, Billboards and advertising letters. Advertising has undergone changes with the growth of technology which has led to the formation of The New Advertising Media. Advertising sites and platforms have become very popular nowadays and have changed the advertising methods (Quchani et al. 2013). Internet advertising has gained a special place among the other advertising media due to its price which is lower than them, its perdurability, being round-the-clock, and its extensiveness. Internet advertising is becoming a huge industry in today's competitive world (Maciá-Fernández et al., 2012). Advertising media play a significant role in the media industry.

Nevertheless, businesses in the field of online advertising and advertising platforms in Iran are increasing, but the entrepreneurial processes in this field as well as the factors that affect this field are ambiguous and need to be paid more attention. On the other hand, advertising businesses as media businesses need to be taken more seriously due to their potential for wealth creation and economic growth in the country. Due to the lack of studies in this field, the main issue which has considered in this study is that which model should the individuals and organizations that have intended to work in the field of media entrepreneurship and advertising, choose in order to start their media entrepreneurial and present the output of their work to the market?

In the following, the research literature and the studies which have been done in this field will be reviewed, and by introducing the research method and analyzing the findings, and presenting the conclusions and suggestions it will be continued.

LITERATURE REVIEW

The first definition of media entrepreneurship was given by Hoag, who defined it as "the creation and acquisition of a company whose activity gives an independent voice to the media market"(Hoag, 2008, p. 74). Achtenhagen (2008) has been reviewed the Hoag's definition and pointing out that we cannot consider anyone who produces content on their blog and can be a new voice in the media market as an entrepreneur, because he/ she has not done a new activity. Achtenhagen defines media entrepreneurship as "How new investments are made with the aim of creating media goods and services for the future, and by whom and with which consequences it will be developed"(Achtenhagen, 2008, p. 126).in the following studies of Khajeheian it will be represented to provide an integrated definition in this field. Khajeheian and Roshandel (2011) described media entrepreneurship as "the creation of ownership of a small enterprise or organization whose activities add at least one voice or innovation to the media market"(Khajeheian and Roshandel, 2011). In 2013, Khajeheian provided another definition of media entrepreneurship. "Individuals or small entities that use their own resources or those of others to seize opportunities by providing services or goods that benefit from any product innovation, service characteristics, process, distribution channel, or different location or use of innovation to media market or any market that media is the main channel of interaction, in order to build their own value"(Khajeheian, 2013). Khajeheian (2017) considers the elements of media entrepreneurship as risk-taking in benefiting opportunities, innovative use of resources,



benefiting of ideas in various forms of media, meeting the needs of segments of the media market with investment or intra-organizational activities and ultimately gaining profit and benefit from media activity (Khajeheian, 2017).

It has already been shown that the media industry is a field full of new opportunities for entrepreneurs (Hang, 2016) and it has been so fascinating that some researchers have been trying to establish a regular link between media and entrepreneurship for nearly two decades (Dal Zotto and Omid, 2020; Dowling and Mellewigt, 2002; Franke and Schreier, 2002). For understanding this connection, Hang has stated that entrepreneurship is reverent with media and media management studies in terms of research. Features such as creativity and artistic process in content production have differentiated media products from other products in other industries. Also, the basic features of entrepreneurial activities such as creation, innovation and application of new methods of idea generation are very important in the success of media businesses. Therefore, studies in the field of media entrepreneurship seem important (Hang, 2016, p. 157).

Research in the field of media entrepreneurship has received more attention over the past few years. In doing media entrepreneurship, knowing the entrepreneurial process from identifying the opportunity to taking advantage of this identified opportunity to create an output from it, is very important. There are several factors that affect the entrepreneurial process. Therefore, in this study, an attempt has been made to take a comprehensive look at media entrepreneurship at three levels of Individual, Entrepreneurship process and environmental factors. In creating a media entrepreneurship model, it is necessary to pay attention to individual and environmental factors that can affect the media entrepreneurship process. In table 1, studies in this area have been reviewed. The common point of these researches is paying attention to the process of media entrepreneurship in the dimension of opportunity process in media entrepreneurship as well as environmental factors.



Table 1. Research history

Researcher	Purpose	Findings
Niknejad, Moghimi and Roshandel Arbatani (2012)	Identifying the media entrepreneurship model for digital media businesses in the country	The model of media entrepreneurship has three categories of infrastructural factors (resources and humanism), super structural factors (entrepreneur of media, market and customers, government / society) and balancing factors (communication, values and norms and socio-economic system).
Suleimani and Razavi (2014)	Provide an organizational entrepreneurship model for advertising agencies	Identified factors include contextual, behavioral and structural factors.
Roshandel Arbatani and Taheri (2017)	Presenting a model of government support for media entrepreneurship in Iran	Support model for entrepreneurs including drivers, intra-organizational factors, environmental factors, government and industry perspective.
Zare mirakabad and Nouri (2015)	Electronic Entrepreneurship Process in Iran	The process of e-entrepreneurship includes identifying opportunities, identifying ideas, conducting market analysis operations, measuring and reviewing, and finally launching.

Moghimi et al (2018)	Providing a media entrepreneurship model for businesses based on skill training	The most important point is the lack of skills in people trying to start an entrepreneurship. Therefore, the acquisition of skills with the main categories of financial resources, human, educational, training center, organization and family, are central categories.
Khajeheian (2013)	Media Entrepreneurship Framework in Social Media	This framework includes five dimensions: resource-related, product-related, strategy-related, organization-related, and finally infrastructure factors.
Robinson (2016)	Opportunity recognition as pattern recognition	Participating in active research for opportunities, being aware of previous ones and the knowledge of industry or market.
Sasou (2013)	Important factors in identifying opportunities	Unexpected events, inconsistencies, needs, changes in industry or market, changes in structure o demographic changes, Change in understanding the meaning of new knowledge as a source of opportunity

METHODOLOGY



The choice of research methods depends on the research subject and questions asked in that research. This research is exploratory – qualitative and the method which is used for data analyzing is content analyzing. Content analysis method is one of the most important and basic tools in qualitative analyzing (Braun and Clarke, 2006).

Content analysis is a method for identifying existing patterns in qualitative data (Abedi Jafari et al. 2011, p.154-155). The method of data collection in this study was library based studies for the literature and theoretical foundations. The method of data collection for designing a media entrepreneurship model is through field study and using semi-structured and in-depth interviews with digital media businesses in the field of online advertising. Semi-structured interviews, due to their structure and flexibility, make it possible to identify important categories in the field of research by creating open-ended questions during the interview.

In-depth and semi-structured interviews with each of the participants in this study lasted between 40 and 80 minutes. The samples in this study have been selected purposefully and theoretically. The sample size was dependent on data collection and sampling continued until theoretical saturation was reached. Theoretical saturation here has meant that no new information has been provided by the interviewees to create new codes in the data analysis. Interviewees in this study were experienced and knowledgeable managers and entrepreneurs of advertising media businesses. In this study, theoretical saturation was reached in 9th interview, but for more reassurance it continued to 11th.

The interviews initially recorded to get acquainted with the interviewee's point of view by reading the interviews, and then the text of the interviews was implemented and the interviewees were asked to read the text of the interviews and to ensure the accuracy of the content. The interviews were then coded in MAXQDA11 program and the identified codes were referred to the interviewees to confirm the concept mentioned by the interviewee and then obtain the specified codes from the researcher's point of view. The media entrepreneurship model was

obtained through studying the themes and recognizing the relationships between them. To ensure the validity of this research, in addition to constant communication with the interviewees, several experts in the field of media and entrepreneurship were asked to comment on the codes and themes, and their opinions were used for these analyzes.

FINDINGS

After implementation, the research findings were analyzed. In order to ensure the correctness of the codes, they were analyzed and coded at two levels. In the initial coding, 303 primary codes were obtained in two ways: manual and software coding. Then contents which had the same meaning but through different ways referred to that meaning were classified in the same category. In order to from the basic contents and themes, finally 41 basic themes were obtained and to make a relation between them, they were classified in 8 categories and their connection was identified. The main themes of the final analysis are presented in Table 2.

Based on the final analysis and the results of the coding of interviews, the model for media entrepreneurship has proposed at three levels of: individual, opportunity process and environment as presented in figure 1. Each element in the model has places next to each other in a way to show how well they relate to each other, as well as how these factors affect each other and the media entrepreneurship process. In the media entrepreneurship model, factors at the individual level and at the environmental level have an impact on the media entrepreneurship opportunity process, and therefore the impact of these factors on the media entrepreneurship process has been shown.

Table 2. Content coding

Main content	Basic content	Sample codes
Characteristics of the entrepreneur	Psychological factors, entrepreneurial skills, experience, aspirations and motivations	A18-B57-C107-D139-G237-I265
Resources	Competitive advantage, financial resources, human resources	A3-D134-F197-H244
Company characteristics	Training entrepreneurial behaviors, organizational characteristics	C108-E177-I260
Identify opportunities	Prior knowledge, surrounding social network, innovation, gap or problem, entrepreneurial awareness, pursuing and selecting opportunities	A28-B75-C85-E171-F202
Opportunity evaluation	Market research, referral to experts and entrepreneurs, financial testing and evaluating	D144-E185-F206-I271-H249
utilization	Capital, management training, commercialization, consulting with experts, strategy, business model, making a team	A24-I272-G223-F209-H252-J295
Media Entrepreneurship Output	Creating a market, developing a product, forming a company, creating innovation	A6-B67-C119-H251-J299
Environmental factors	Characteristics of media, as economic, social, cultural, infrastructure, political, legal, privacy concerns and fraud	C126-E193-B77-F218-D166-G239- A37-J300-I270



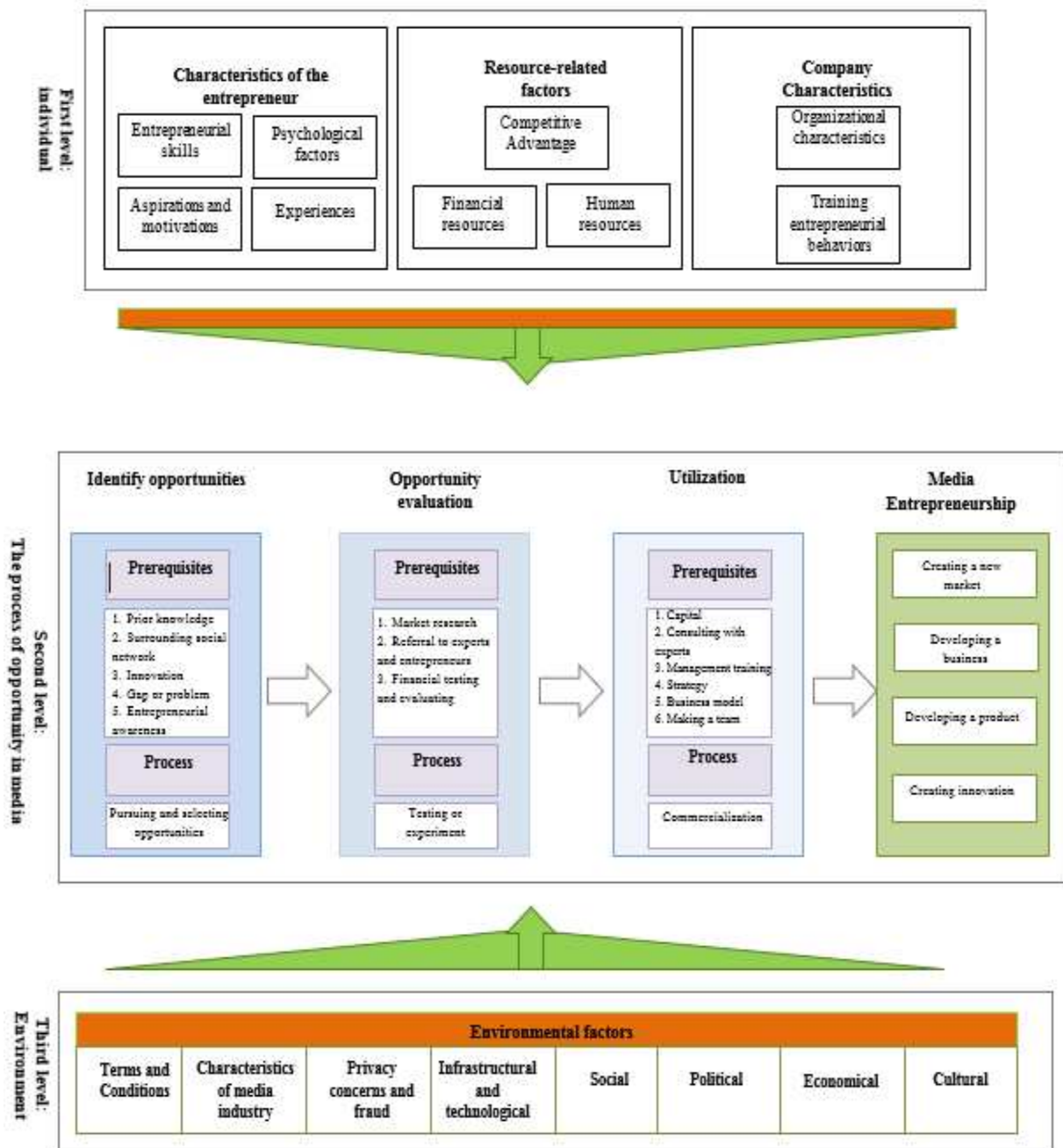


Figure 1. Media Entrepreneurship Model

DISCUSSION

This research seeks to provide a model for media entrepreneurship in advertising media with a qualitative approach. As regards of the evolving media entrepreneurship literature, the need for more research with a qualitative approach in this field increases. This research has been done due to the lack of research in the field of advertising media to provide a media entrepreneurship framework with content analysis method. Research findings for entrepreneurs and policy-makers in media entrepreneurship field, provides valuable points for commercializing ideas. As regards of increasing consumption of digital media today, the need for paying attention to the digital economy for economic development will lead to the prosperity of media businesses, which can increase the amount of media businesses. After reviewing the literature and conducting semi-structured interviews accompanied by content analyzing, the main contents were classified in there levels: individual, media entrepreneurship opportunity process, and environmental level then the final frame work for media entrepreneurship was developed through 11 interviews with managers and entrepreneurs of media business in the field of advertising according to the figure1. The designed model consists of three levels and the factors in each of which are as follows:

Level 1: Individual components

1. Characteristics of a media entrepreneur:

People, who are entrepreneurs, are not like other people who do not risk-taking; they have certain characteristics that distinguish them from others. Many studies have focused on the characteristics of entrepreneurs, but in the field of media entrepreneurship, according to the characteristics of the media industry itself, characteristics such as entrepreneurial skills (ability to plan, make decisions, ability to start a business, negotiation, supervision, specialized knowledge, self-management, Individual and interpersonal relationships), previous experiences, psychological factors (including independence, desire for progress, risk-taking, internal control, creativity, ability to tolerate ambiguity, innovation, initiative, flexibility, perseverance, self-confidence, hardworking, Consequentialism and self-confidence) and personal motivations are mentioned and are more highlighted.

2. Resources

There are several kinds of resources which are needed to start an entrepreneurship and needed to be focused on in order to create or develop a business. Having resources is one of the most important things that many studies have considered necessary for entrepreneurship. These resources include financial resources (physical and non-physical assets), human resources and sources of competitive advantage (faster access to advertising content, quick and easy user-centric advertising, and bargaining power). Resources are mentioned in most of the entrepreneurial models.

3. Company characteristics:

Company characteristics include organizational characteristics and training entrepreneurial behavior in the company. The internal characteristics of the company for entrepreneurship have



been studied in various researches that can help the success of the business if the company has different entrepreneurial capabilities.

Level 2: Components of the Media Entrepreneurship Opportunity Process

The opportunity process in media entrepreneurship is based on research findings which are designed in four steps. In this way, there is a need for identifying the opportunity that is appropriate and then leading to entrepreneurial output by evaluating and benefiting that opportunity.

1. Identify opportunities

Identifying opportunities as the first step in entrepreneurship is considered in many models and patterns of entrepreneurship. Identifying opportunities requires a series of prerequisites that help to identify opportunities. Factors such as prior knowledge, personal communication network, and the existing problems or needs of society, entrepreneurial awareness are prerequisites for identifying opportunities, then pursuing and selecting opportunities as necessary measures after identifying opportunities should be done by entrepreneurs. After fulfilling the requirements of opportunity evaluation, it is necessary to test the opportunity in the evaluation process.

2. Benefiting from opportunity

Benefiting from opportunity in this study is a model and hierarchy that entrepreneurs use to take advantage of the opportunity they have identified. In order to properly implement the identified opportunity in practice, a series of measures needed to be taken. Determining the amount of capital needed to start a business, providing financial and non-financial resources, designing a business strategy, designing a business model and forming a team are the requirements for benefiting the opportunity, and commercializing the opportunity is a process in the this stage.

3. Opportunity evaluation

There are various methods and requirements for evaluating identified opportunities, including market research, referring to specialists and entrepreneurs, and financial evaluation. Financial evaluation of opportunities was considered by the interviewees in terms of having investment value and return on investment.

4. Media Entrepreneurship Output

The output of media entrepreneurship is the value and promise that the media entrepreneur or media business promises to its customers. This value has been considered by various studies. Value from different perspectives can be creating a new market, developing a product or service, starting a company or business, and innovating at the bottom-line.

Level 3: Environmental components

Since no business operates in a stable and laboratory environment where all conditions are constant and under control, so they are subject to various environmental factors. The environmental factors that have been reached in this study are the characteristics of the media industry, social, political, cultural, economic factors, Terms and Conditions (regulation),



infrastructural and technological factors, and public concerns about fraud which are the most important factors in terms of formal and informal factors that influence media entrepreneurship. Generally, it can be acknowledged that the process of media entrepreneurship for commercialization entrepreneurship ideas is influenced by two individuals and environmental factors which can affect the whole process of media entrepreneurship. If these factors are taken into account, it will lead to better entrepreneurial business output as well as economic growth. During the media entrepreneurship process, if the entrepreneurial opportunities are identified using the existing patterns and also evaluated with the introduced methods, in the final step providing value in accordance with the initial goal, the identified opportunity will be beneficial.

Recommendations

Recommendations for managers and policy makers

1. Considering the current capacity of media businesses in the country, it is necessary to develop plans to increase media businesses and provide policies for supporting them.
2. Political factors and regulations in digital media is one of the important factors that can affect media businesses so paying attention to these factors should be taken into concentration with relevant authorities.
3. For financial support of media businesses as well as attracting investments and getting low-interested loans totally, the problem of financing new ideas can be solved by creating investment funds in media businesses.
4. Establishing communication between media businesses and educational centers and providing facilities for students of media management for internship courses and gaining experience.



Recommendations for future researchers

5. In the Iranian market, platform businesses in the field of media- considering that they are pioneers- new researches and studies on media business models should take into consideration.
6. Studying on the essential features of media business in order to cultivate entrepreneurial spirit in the organization.
7. Designing media entrepreneurship process models in the digital businesses.

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