

CONTROLLING THE IRAN'S ECONOMIC MARKET FLUCTUATIONS USING MEDIA MANAGEMENT

Reza Navaei Zamharir*

PhD in Media Management, University of Tehran, Tehran, Iran.

*Corresponding author

Abstract

Nowadays one the crisis in Iranian society is the fluctuation of the "economic market". Managing this fluctuation has become a serious concern of the political system. It seems in this sensitive period, the impact of geopolitical changes and dealers on the volatility of Iran's economic market is more than its economic foundations. Considering the nature of these influences, one of the factors that can be used to manage the volatility of the Iranian economic market is "media".

This is the media management that adopts a specific strategy for the fluctuating economic market which leads to its management performance.

In the recent study, it has been explained the evaluation of different perspectives on Iran's economic market volatility and analyzing various media strategies to manage this fluctuation, with adopting a strategic approach. Ultimately, it will be introduced a basic strategies for media managers which can help them presenting effective management. A survey method has been used for explaining various perspectives. Its statistical domain includes elites and managers of economic sector. These perspectives have been used to from the SWOT Table. In this method the strengths and weaknesses, the opportunities and threats facing media management has been evaluated. Finally, using this model, the strategies for media management in managing the economic crisis and market fluctuation are explained.

Among the most important strategies presented; the awareness of the people, the establishment of coordination between people and authorities in crisis situations, and the creation of a sense of trust towards the government, are introduced as the most important management tools and strategies for media management.

Keywords; Media Management, Fluctuation of Economic Market, Iran, Geopolitical Changes, SWOT Model, Strategy.

Introduction

In the age of communication which associated with speeding up and networking of relationships, and at the time that the complexity of the surrounding environment makes difficult the access to the real world, media an one of the knowledge producers And a powerful tool in stimulating thoughts, feelings and even changes in individual and collective behaviors have become more and more important. As Nill Postman says, on one hand mass media has a growing role in what we find out, get acquainted with it, encounter it, experience or learn it as experience and knowledge, and on the other hand they impose on us what we should think and how to think (Tababaii, 2002).

A group of social scientists considers media as a tool, which is accessible to politicians and owners of large economic companies (Seyed aghaii, Davoud, 2008).

Mass media is one the strong source of patterning in various forms including written forms such as; newspapers, magazines and book and illustrative forms such as television and cinema or social media and cyber environment. If mass media is governed according to public interests and profits,

they can have positive effects on social, cultural, economic and urban developments (Biagi, 2012).

The crisis as an unusual process disturbs individual and social life. Crises are always associated with a degree of "obscurity" and "importance" moreover they are source of anxiety and mental distress in community and they are appropriate context for the formation of rumors. These distress and rumors affect each other and increase the crisis. Therefore, the role of news notification organization of media at the desirable face of crisis is important for ensuring the balance of optimal process of individual and social life (Soltanifar, Mohammad and et al: 2009).

Recent paper tries to explain the nature of the economic market fluctuation crisis in recent month, identification of internal and external factors affecting these fluctuations and the role that media can have managing this crisis. The question that is posed is that, how mass media can manage and control the crisis of market fluctuation using strategies, policies and final actions?

Previous studies

1. Omoyza Icha & Agwu Edwin has indicated the "Effectiveness of Social Media Networks as a

Strategic Tool for Organizational Marketing Management". They think social media networks has transformed the selling and buying process. Though social media is a recent phenomenon, it has proven to be just as effective as or even more effective than traditional marketing. This paper discusses the benefits and limitations of social media as a strategic tool for organizational marketing management. It also reviewed the benefits and challenges of this massive conundrum which has taken business management by storm and concludes with vital recommendations for organizational managers. What are contrasts in this study with the recent study is that they just consider the marketing aspect of the problem and doesn't provide methods for the crisis management.

2. Christopher J. Coyne and Peter T. Leeson have indicated in a research titled **"Read All about It! Understanding the Role of Media in Economic Development"** that the development process involves working within the given political and economic order to adopt policies that bring about economic growth. Given that political agents are critical to the process, the development of market institutions that facilitate economic growth is therefore a problem in 'public choice'. There have been many explanations for the failure of certain economics to develop. A lack of investment in capital, foreign financial aid (Easterly 2001: 26-45), culture (Lal 1998) and geographic location (Gallup et al. 1998) have all been postulated as potential explanations for the failure of economics to develop. While not denying the potential importance of these aforementioned factors, we contend that the role of media in developing institutions that facilitate economic progress has only recently begun to receive the attention it deserves. As mentioned above in this study they consider the role of media at economic development and contrary to recent study doesn't provide management solutions and actions for this problem.

3. Eftekhari, Asgar (2008), in a study entitled **"Media Management of the Crisis"** considering the nature of modern media which eliminates their position as just being a conventional tool, considers the status of media in crisis management. For this purpose there – dimensional and comprehensive theory based on "Media – Crisis – Social" designed and supplied and an operational ad applied model was developed based on that includes the evolution, transformation and actuality of crisis. Finally provided with six strategic propositions which media requires for crisis management. The subject of this study is so general comparing to the recent one and doesn't consider the market fluctuation as one of the crisis cases.

4. Nagib o' sadat, seyed reza (2008), in his study entitled **"Media Threats and Crisis Management"** considers the undeniable importance the function of media security in the recent society. And discusses that in the special national, regional and global conditions and in the complexity of political situation, the importance of this functionality increases. Medias regard the different perspectives toward social changes, because of their ideological and sectarian point of view and act in different ways reflecting and highlighting these developments. In this study they consider the media treatments (especially western medias), and the out coming crisis and management of them. The present study focuses on the threats of foreign media, while the recent study, the aim is using media for controlling and managing the crisis.

5. Amiri, Nejat and Habibzadeh, Ashab (2015), consider **"Analyzing the Status of Virtual Social Networks based on SWOT Model"** the result of this research show: that the threats of virtual networks from external factors are more in the security and international contexts, and from internal factors, including weaknesses and strengths of users and organizations in the cultural, social and security contexts. At the prevention phase of social threats, selective strategy should have an offensive mode and it is also recommended to adopt a defensive strategy in the interactive stage. In the improving stage, users and civil society organizations should use strengths and eliminate threats. In this study contrary to the recent one they consider the management of crisis through virtual social networks generally and don't mention the special crisis.

6. Hanbibzadeg, Ashab and Javadian, Reza (2010), discuss **"Evaluation of Media Strategies in Crisis Management"**. The purpose of this study is to achieve a deep understanding of crisis and its stages as well as the role of public relations during the crisis and how organizations interact with the media in times of crisis. Additionally in this research, they have tired explain crisis management and effective components in organizational crises, crisis management features, and a comprehensive crisis management model, organizational crises, etc. Also it is interested to developing a crisis communication program, negative effects of crisis, crisis management methodology, crisis communication principles, crisis laws and public relations duties in crisis situations, in this research. But economic market fluctuation has not been considered as one of the factors of crisis and it seeks to provide more general strategies.

7. Elahi, Nasser and et al. (2015), study the **"The Role of Structural Shocks and Exchange Fluctuations on the Dynamics of**

Macroeconomic Variables". The purpose of this study was to investigate the effects of structural and currency shocks on macroeconomic variables in the form of a general dynamic random balanced pattern. For this purpose and using seasonal data from 2009-11, parameters of the model estimated and the results indicate the impact of inflation and economic growth on the real rate, the gap between the unite process and the nominal exchange rate. Also, based on the simulation, in addition to structural shocks, currency fluctuations cause changes in the equilibrium path of inflation and production. The study focuses on the economic factors without considering the mass media and their role in managing the currency and economic market fluctuations.

Generally it should be noted that there isn't any study inside or outside the country about the subject which has been studied and mentioned in the recent study.

Review of related literature

Economic Crisis

In the initial deal with the subject of the crisis, the concept is obvious, but it may not be possible to define a comprehensive and impediment to this phenomenon. The reason for this is also the widespread scope of the various levels of crisis that has led to a variety of perspectives and definitions according to the scientists. For instance, from the economic point of view, the crisis is characterized by the collapse of the balance between macroeconomic variables such as supply and demand, while sociologists consider situations as critical if the underlying infrastructure, values, assumptions, and assumptions of the society suffer from fundamental damage (Habermas,1973pp:138). Herman (1963) considers the crisis to be an accident that causes confusion and astonishment for individuals, deprives them of the power of effective and logical response, and endangering their goals. Perrow (1984) considered the crisis to be a major disorder that left the entire system out of work, facing major problems and endangering its life. The crisis refers to any situation that has four fundamental dimensions. These dimensions are shown in Figure 1.

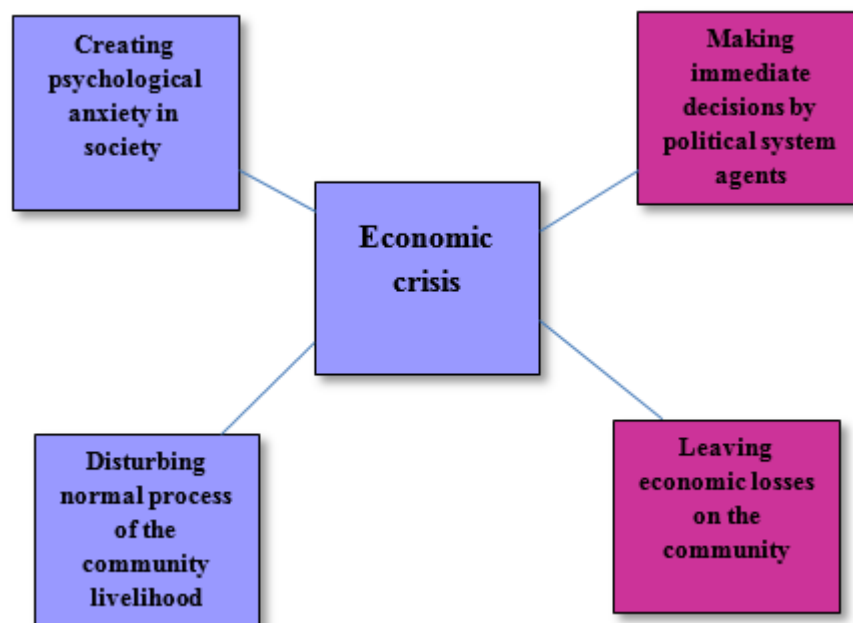


Figure 1. Dimensions of crisis

Source: Writer

The economic crisis that has occurred in Iran over the past few months is due to the fluctuations of the Iranian economic market, which has led to a collapse in the supply and demand of foreign exchange and other related issues, and the management of this fluctuation has become a serious concern of the political system.

Mass Media

The mass media are the vehicles that carry messages to large audiences. They are so pervasive in modern life that many people do not even notice their influence. In Liberal democracy, the role of the media can be surmised to include informing, entertaining and educating the people. It is widely accepted in Liberal democracy that when the media help to put information at the disposition of the

people, they will be able to formally or informally control the state. By keeping people on top of current issues, the media enable people to participate intelligently in public disunion – making. The mass media also transmit values among contemporary communities and societies, sometimes causing changes that otherwise would not occur. The mass media have caused fundamental changes in human communication. The mass media don not operate in vacuum. The people who decide media content are products of society, and the necessity to turn a profit requires that the media be in touch with the society's values or lose audience (Nag, Baishakhi, 2011).

By monitoring the environment and interpreting them, the media can identify potential and emerging crises in the national and regional environment, and point out to government and urban officials (Howitt, 2013).

Economic Market Fluctuations

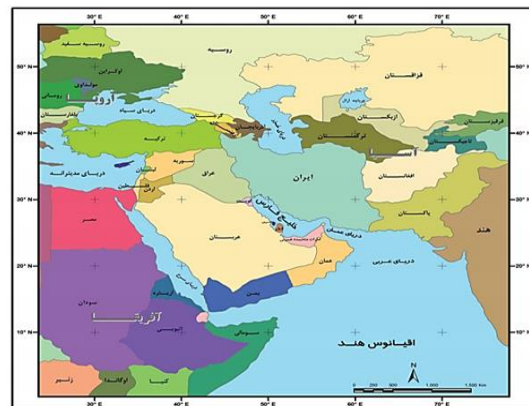
One of the economic variables that are closely related to the financial market is the exchange rate. Changes in exchange rates affect the value of assets and activities of companies, and depending on whether that company is the exporter or consumer of the imported entities, it affects the volume of production, margin of profit and its stock price and On the other hand, the unprecedented increase in exchange rates in recent years, following the boycott of the Central Bank of Iran by SWIFT¹, has highlighted the importance of exchange rates in financial markets.

Meanwhile, the impact of geopolitical changes and dealers on the volatility of Iran's economic market and exchange rate are undeniable.

- **Geopolitical changes**

The geopolitics concept represents a field of geographic analysis which explains how important the space factor is in understanding how international relations are shaped. This concept is different from political geography since it studies the impact of political decisions on the forms of human environment such as government, border, immigration, and etc. while geopolitics studies the effect of geographical factors on global transformative policies. But more accurately, political geography deals with the interaction between geography and politics thus the geopolitical concept which believes the role of space in the formation of international relations is considered to be part of science of political geography.

¹ - SWIFT: Society for Worldwide Interbank Financial Telecommunication.



Map 1: Geopolitical position of Iran in the region

Source: (Abbasi Semnani, Alireza, 2013)

The unique geopolitical position of Iran is likely to be regarded as an integral part of the global strategy of strategic developments and it causes the foreign policy of the country to be affected from international developments (Seifzadeh, 2003,pp: 54).

The end of the Cold War and its ensuing events until September 9, 2001, left a tremendous impact on the world political system and international relations. During the Cold War, political priorities were decisive; But then economic priorities had determined global relations, therefore any analysis in the global relations was based on the economic wave, and subsequently, political stability also has a new definition in different countries.

Meanwhile, a new wave of economic market volatility has occurred in Iran Most analysts believe that the threats posed by the new wave of US sanctions on the withdrawal of Trump from the nuclear deal are the main reason for the fluctuations in the Iranian exchange market (Irna).

Other factor that influences this situation is the interference of dealers in the economic market which is mentioned below.

- **Economic intermediaries (dealers)**

Dealer means broker, and is an occupation that deals with the interests of the two sides of a deal and tries to make them close to each other and with describing the condition of the transaction, tries to do the deal (Khazaei Ali, 2013,pp: 6).

The emergence of brokerage culture is more evident in countries that are dependent on a single-industry economy. In countries that their economies depends only on the axis of oil, and changes with a slight fluctuation from the global market, the brokerage culture has a better condition for growth.

The framework of the country's economy has grown so far that, there isn't any legal requirement for referring to dealers because of investing and earning legitimate profit but due to the strong influence of dealers in the framework of the country's economy, serious financial consequences will result not referring them.

Most of these dealers are aware of the future prices of many products due to their relationship with the government and non-governmental sector and they can accurately predict the country's economic situation, given the information they sometimes purchase from official institutions. This discussion also implies to defalcation.

In fact in developing societies, dealers use the information of defalcation and so will take the advantage of fluctuation in market and even the economy, even in some case they will abuse it. Of course, it's not about eliminating these dealers, either individually or in the form of a company or an institution because in all part of the world, using these people or institutions is prevalent, what isn't widespread is that the dealer's income, with using the weapon of language and fraud is more than a producer or an investor (i.e., pp: 7-8)

Recent study addresses the crisis of Iranian economic market volatility in recent month, the background of these fluctuations and finally the role that mass media has in managing these fluctuations. Because of the nature of mass media, that can easily control these fluctuations and be in the center of political system management.

- **SWOT model**

There are two kinds of reviews and surveys in this model; one of them is internal analysis which consists of strengths and weaknesses of organization that provides an opportunity for assessing the organization's resources and limitations in management. On the other hand, the strategic planning perspective requires attention to the external environment of the organization. Hence, after an in-depth review, the management evaluates the threats and opportunities of external environment (Alvani, 2009, pp: 66).

A strategy can be considered as a comparison between the skills and resources of the organization and opportunities and risks. This technique is based on the information obtained from the evaluation of internal and external factors.

It is a kind of attack to develop strategies which takes the advantages of opportunities or strengths. While planning to reduce or eliminate damage from threats or weaknesses means defending. Using the SWOT matrix, four strategies can be presented: strategy SO, WO strategy, ST strategy and WT strategy.

- **So strategy (Strengths and Opportunities):** obviously, these strategies are the result of contrast between the strengths of the organization and the opportunities available in the environment. By implementing these strategies, the organization tries to use available opportunities using its strengths.
- **ST strategy (Strengths and Threats):** in this case, the organization's environment is the same as the previous one; the difference is the existence of threats instead of opportunities. So with creating and implementing strategies, the threats destructive effects are completely eliminated.
- **WO strategy (Weaknesses and Opportunities):** in this situation the available opportunities are compared with their weaknesses, the analysis should be in the way that it can improve the weaknesses by taking the advantage of opportunities, or even turning them into strengths.
- **WT strategy (Weaknesses and Threats):** it's so harmful to have so much threats and weaknesses in the organization. In this case, the defensive state should be taken to reduce the weaknesses and prevent threats.
- In the recent study, Iran's economic market is considered as the organization which, its internal and external factors should be considered in terms of making the Strategy table.

Methodology

The methodology of the recent research is quantitative and qualitative.

Initially, definitions, analyzes, concepts, and related literature is extracted from books and scientific resources through Taking notes and library studies.

Qualitative studies were done using the expert panel methodology and in – depth interviews of elites, economic and communication managers to extract and identify the strengths, weaknesses, opportunities and threats associated with the economic market and factors which leads to fluctuation in the market economy. The statistical society of this study is 20 people who are purposefully selected for distribution of the questionnaire. Additionally, it has been attempted to assess the internal (strengths and weaknesses) and external factors (opportunities and threats) in there sphere of socio-cultural, political and international cases. To formulate the model of SWOT, EFE (external environment analysis based on the external factors evaluation matrix) and IFE (internal environment analysis based on internal factor evaluation matrix) are required. In order to from these matrices, quantitative methodology is

used, which is based on AHP model. The next step to form the SWOT model is combining these two matrices of IEF and EFE or form the IEM matrix. The main aim of IEM matrix is determining the status of the organization in three statuses of growth (green), retaining (yellow) and defensive (red).

Ultimately, the main goal of the methodology is to achieve the SWOT Model, and the following five steps should be taken to formulate this Model:

1. List the key points of strengths, weaknesses, opportunities and threats associated with organization the row and column of the model.
2. By adapting strengths and opportunities, develop SO strategies (aggressive) of the organization.
3. By adapting strengths and threats, develop the ST strategies (diversification) of the organization.
4. By adapting weaknesses and strengths, develop WO strategies (shifting direction) of the organization.
5. By adapting weaknesses and threats, develop WT strategies (defensive) of the organization.

After completing this Model, the integration of the strategies of each group with the other group is referred to as the SWOT Model.

Discussion

Table 1: assessing socio- cultural potentials and values

rows	internal factors	weighting	Operating Rate	Total score
S1	Specialized skills in the field of cultural education for people	0.03	1	0.03
S2	People's interest in using Mass media	0.13	2	0.26
S3	Increasing of the level of media literacy	0.07	1	0.07
S4	Reducing monopoly in cultural products	0.02	1	0.02
W1	Weakness of cultural organizations in educating people	0.12	2	0.24
W2	Lack of producing proper content in the Mass media	0.30	4	1.2
W3	Lack of a comprehensive program for managing the soft threats of enemies through the media	0.15	3	0.45

W4	Lack of relevant research on the pathology of the economic crisis through media organizations	0.18	3	0.54
		1		2.81
rows	External factors	weighting	Operating Rate	Total score
O1	People get information through overseas media quickly than domestic one	0.02	1	0.02
O2	Awareness of the enemies' propagandas	0.05	1	0.05
O3	The opportunity to destroy and neutralize the conspiracies of enemies against the political system of the country	0.04	1	0.04
O4	Extension of the field of media education, especially in postgraduate education	0.21	4	0.84
T1	Bounding outside the borders to disturb the public opinions	0.03	1	0.03
T2	penetration in the cultural context of the community's elites and change their attitudes through foreign media	0.19	3	0.57
T3	Cultural Invasion	0.37	4	1.48
T4	Predict people about the policies of the ruling political system	0.08	2	0.16
		1		3.19

Source: Writer

Table 2: Assessing Values and Political Potential

rows	internal factors	weighting	Operating Rate	Total score
S1	The potential of policy making for mass media management	0.07	2	0.14
S2	The existence of political tools to control and manage the media	0.07	2	0.14
S3	The ability of users to analyze political issues related to the crisis	0.05	1	0.05
S4	People's interest in political participation	0.07	2	0.14
W1	Direct intervention of government	0.31	4	1.24
W2	Focus-oriented management in the media field	0.31	4	1.24

W3		The lack of economic independence and, consequently, the lack of political independence of the media in the field of content production	0.05	1	0.05
W4		The weakness of media management policies	0.09	3	0.27
			1		3.27
rows	External factors		weighting	Operating Rate	Total score
O1	opportunities	Quick transfer of information to users as needed to guide public opinion due to centralization	0.02	1	0.02
O2		Quick collection of information needed through the transformed content	0.02	1	0.02
O3		Take the advantage of other countries' successful experiences in crisis management	0.13	2	0.26
O4		Increasing people's awareness about the political threats of enemies and thus creating a sense of trust.	0.07	1	0.07
T1	threats	Existence of sanctions and political problems	0.32	4	1.28
T2		Influencing the people toward the policies of sanctions and creating the sense of pessimism about the content of domestic media	0.18	3	0.54
T3		Economic problems as a result of sanctions imposed and their impact on public opinion and media management	0.18	3	0.54
T4		Negative publicity against Iran by Western medias	0.07	1	0.07
			1		2.8

Source: Writer

Table 3: Assessment of International Values and Potentials

rows	internal factors		weighting	Operating Rate	Total score
S1	strengths	The presence of technology inside the country to access information and news sources and foreign media	0.03	1	0.03
S2		People's desire to connect with other countries and their news sources and media	0.02	1	0.02

S3		Existence of security inside countries comparing to neighboring ones and the role that media can have in this situation	0.08	1	0.08
S4		Potential of use international experience in the field of media management	0.03	1	0.03
W1	weaknesses	The existence of serious institutional problems in international management	0.07	1	0.07
W2		Iran's single-product economy and lack of management to build good relations with neighboring countries and monetize in this way, and the role that the media can play in this regard.	0.40	4	1.6
W3		Lack of educating capacity in international management	0.21	3	0.63
W4		Concentration in International Relations	0.16	2	0.32
			1		2.78
rows	External factors		weighting	Operating Rate	Total score
O1	opportunities	An appropriate geopolitical position for Iran to control the region and use the media management tool in this important direction	0.27	3	0.81
O2		Increasing Iran's competitiveness in global economic transactions through media management	0.03	1	0.03
O3		Using the beneficial and successful experiences of many countries in the field of economic crisis and the role of media management in this field	0.03	1	0.03
O4		Expansion of information and communication infrastructure	0.03	1	0.03
T1	threats	The weakness of fluency in international languages in the country's media	0.30	4	1.2
T2		Presence of Iranian media at the international level not seriously.	0.10	2	0.2
T3		Non-acceptance of overseas networks of Iran's TV programs	0.06	1	0.06
T4		International sanctions on the media and economy of Iran	0.19	2	0.38
			1		2.74

Source: Writer

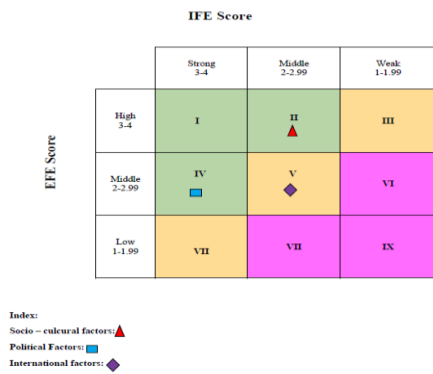


Figure 2: Assessment of internal and external factors in the expression of the position of the mass media in managing economic crisis (IEM Matrix)

Source: Writer

Among there spheres of socio – cultural, political and international, the field of socio – cultural and political factors have the best status in terms of ability to manage the crisis. There is an obvious balance between internal and external factors in these two spheres. The domain of international agents is ranked after the other two domains and is located in the V area. This indicates a relative weakness in international media management factors for controlling economic market volatility. In the following section, various strategies have been developed based on the SWOT model and the development of related policies and practices in the following tables.

Table 4: SWOT Matrix of socio – cultural factors for Mass media management in crisis

		opportunities	threats
		SW OT	9. People get information through overseas media quickly than domestic one 10. Awareness of the enemies' propagandas 11. The opportunity to destroy and neutralize the conspiracies of enemies against the political system of the country 12. Extension of the field of media education, especially in postgraduate education
SO Strategies	ST Strategies		
strengths	1. Specialized skills in the field of cultural education for people 2. People's interest in using Mass media 3. Increasing of the level of media literacy 4. Reducing monopoly in cultural products	1, 11) using internal potentials and knowledge and technology to neutralize the conspiracy of enemies to disturb public opinion. 12, 1, 2) increasing the level of media literacy and expanding the education in this field.	4, 14) using the potential of the young and elites of the community. 4, 16, 14) Creating a free platform and increasing production in cultural products according to the different opinions of the community.

Weaknesses	5. Weakness of cultural organizations in educating people 6. Lack of producing proper content in the Mass media 7. Lack of a comprehensive program for managing the soft threats of enemies through the media 8. Lack of relevant research on the pathology of the economic crisis through media organizations	WO Strategies	WT Strategies
			6, 12) Improving the content of mass media. 7, 12) Establishment of a comprehensive management plan using existing potentials.

Source: Writer

Table 5: Policies and actions of the of socio-cultural factors in Mass media management

Strategies	Policies	Actions
Using internal potentials and knowledge and technology to neutralize the conspiracy of enemies to disturb public opinion.	Identification of foreign media outbreaks the public opinion.	1. Creating targeted groups and using experienced forces to identify conspiracy sources.
	Using government oversight and administration for thwarting these plots.	2. Creating positive affairs among people and controlling public opinion
increasing the level of media literacy and expanding the education in this field	Identify the requirements for public and general education.	1. Creating free paid classes in crowded regions for greater awareness and familiarity with mass media tools.
Using the potential of the young and elites of the community.	Identify the strengths of the young elites and use them.	1. Establishing centers for recruiting young elites and creating a sense of trust in them for further contributions to the country's political affairs and helping to control the crisis through their potential. 2. Creating a questionnaire and ask from the elites about the crisis of economic market volatility and asking for their opinion in this regard.
	Use of the governmental aid to create a platform for the use of elite potentials.	3. Identification of active economic forces and their use to control the fluctuations of the market economy and turn them from economic agents to elites that benefit the community.
Creating a free platform and increasing production in cultural products according to the different opinions of the community.	Identifying authentic cultural resources among different classes of society.	1. Inventing methods for using credible cultural products among people to manage public opinion to control the economic market fluctuations.
	Use of the governmental aid to create a platform for the use of these cultural products to control public opinion.	
Improving the content of mass media.	Identify the weaknesses in the content of the media.	1. Using the potential of the elites to increase media content and encouraging people to use the media and thus increase the ability of public minds to manage volatility.
Establishment of a comprehensive management plan using existing potentials.	Use of the governmental aid to create tools for the accurate identifying and managing the crisis.	1. Creating groups to collect critical and comprehensive information on the crisis. 2. Use of elite managers to formulate strategies required.

Increasing the sense of trust among people through the honesty of expression of existing community issues.	Identify weaknesses in announcing mass media news and public discontent in this field.	1.The precise explanation of the consequences of publishing inappropriate news for media directors 2. The precise explanation of the benefits of creating a sense of trust among people and authorities and the results that can be used to control the fluctuations of the market economy.
	Use of the governmental aid.	

Source: Writer

Table 6: SWOT Matrix of political factors for Mass media management in crisis

SWOT		opportunities	threats
		9. Quick transfer of information to users as needed to guide public opinion due to centralization. 10. Quick collection of information needed through the transformed content. 11. Take the advantage of other countries' successful experiences in crisis management. 12. Increasing people's awareness about the political threats of enemies and thus creating a sense of trust.	13. Existence of sanctions and political problems. 14. Influencing the people toward the policies of sanctions and creating the sense of pessimism about the content of domestic media. 15. Economic problems as a result of sanctions imposed and their impact on public opinion and media management. 16. Negative publicity against Iran by Western medias.
strengths	1. The potential of policy making for mass media management. 2. The existence of political tools to control and manage the media. 3. The ability of users to analyze political issues related to the crisis. 4. People's interest in political participation.	SO Strategies 3, 9) Using the potential of users to analyze political issues to control fluctuations 1.11) The use of existing potentials in order to use the experience of other countries in similar experiences.	ST Strategies 2, 13, 14) Use of administrative tools for managing public opinion and preventing a sense of distrust and pessimism in them.
	5. Direct intervention of government. 6. Focus-oriented management in the media field. 7. The lack of economic independence and, consequently, the lack of political independence of the media in the field of content production. 8. The weakness of media management policies.	WO Strategies 5,9) Using the potential of government centralization in positive ways and creating a sense of coherence among people to overcome the crisis.	WT Strategies 7,13) Using domestic and foreign investors to invest in mass media and reduce the economic monopoly of the media and transfer them to the private sector if it is needed.

Source: Writer

Table 7: Policies and actions of the of political factors in Mass media management

Strategies	Policies	Actions
Using the potential of users to analyze political issues to control fluctuations.	Identify the issues among people about the economic crisis	1. Challenging the minds of mass media users through the transfer of information and news about the fluctuations of the market economy and conducting public opinion.

The use of existing potentials in order to use the experience of other countries in similar experiences.	Use of the governmental aid as a center-right force to use this information and experiences.	1. Establishing research groups to study the successful experiences of other countries in similar fields. 2. Analyze the experiences of other countries and localize these experiences. 3. Establishing groups for the implementation of these experiences and their monitoring and enforcement.
Use of administrative tools for managing public opinion and preventing a sense of distrust and pessimism in them.	Identify management tools and use these tools in mass media.	1. Studying the news that has led to mass distrust among the public in the context of the issue in question. 2. Surveying the people and asking their opinion about the ways increasing the sense of coherence between people and authorities to guide and overcome the crisis.
Using the potential of government centralization in positive ways and creating a sense of coherence among people to overcome the crisis.	Use of the governmental aid.	1. Designing management tools for government officials to guide public opinion and creating sensation. 2. The precise explanation of the day's issues associated with the crisis of economic market volatility for the general public through the mass media and creating a sense of confidence to overcome the crisis of economic fluctuations.
Using domestic and foreign investors to invest in mass media and reduce the economic monopoly of the media and transfer them to the private sector if it is needed.	Identification of items and sectors in mass media, that can be invested in.	Creating advertisements for attracting domestic and foreign investors to manage mass media.

Source: Writer

Table 8: SWOT Matrix of international factors for Mass media management in crisis

SWOT		opportunities	threats
		9. An appropriate geopolitical position for Iran to control the region and use the media management tool in this important direction. 10. Increasing Iran's competitiveness in global economic transactions through media management. 11. Using the beneficial and successful experiences of many countries in the field of economic crisis and the role of media management in this field. 12. Expansion of information and communication infrastructure.	13. The weakness of fluency in international languages in the country's media. 14. Presence of Iranian media at the international level Not seriously. 15. Non-acceptance of overseas networks of Iran's TV programs. 16. International sanctions on the media and economy of Iran.
strengths	1. The presence of technology inside the country to access information and news sources and foreign media. 2. People's desire to connect with other countries and their news sources and media. 3. Existence of security inside countries comparing to neighboring ones and the role that	SO Strategies 1, 9, 10) Controlling the mass media of neighboring countries using the available technical and human potential inside the country. 19,3) Use of internal security to attract domestic and foreign investors through mass media.	ST Strategies 1, 13) Using the potentials inside the country to improve the predominance of international languages in the media. 1.15) Increasing the credibility and acceptance of Iran's mass media abroad by using the available

	media can have in this situation. 4. Potential of use international experience in the field of media management.		potential and technology.
Weaknesses	5. The existence of serious institutional problems in international management. 6. Iran's single-product economy and lack of management to build good relations with neighboring countries and monetize in this way, and the role that the media can play in this regard.. 7. Lack of educating capacity in international management. 8. Concentration in International Relations.	WO Strategies 6.11) Establishing proper communication with neighboring countries through increased media management capacity.	WT Strategies 6.14.15) Improving the quality and content of mass media as a product for revenue generation outside of Iran.

Source: Writer

Table 9: Policies and actions of the of international factors in Mass media management

Strategies	Policies	Actions
Controlling the mass media of neighboring countries using the available technical and human potential inside the country.	Use of the governmental aid.	1. Creating groups for studying mass media and analyzing the content of neighboring countries on the issue of the crisis of Iranian economic fluctuations. 2. Designing a model and tool for using the mass media of neighboring countries to control the fluctuations of the market economy.
Use of internal security to attract domestic and foreign investors through mass media.	Identify opportunities for investment in the country.	1. Creating ads using mass media to attract domestic and foreign investors.
Using the potentials inside the country to improve the predomination of international languages in the media.	Identify the weaknesses in the field of mastering international languages.	1. Creating classes for teaching media language and international languages for mass media managers and increasing their power and using these languages to control international mass media and economic market volatility.
	Use of the governmental aid.	
Increasing the credibility and acceptance of Iran's mass media abroad by using the available potential and technology.	Use of the governmental aid.	1. Creating tools and models to increase the mass media content used outside of Iran. 2. Surveying the people living abroad to meet their needs, which will increase the attractiveness of the mass media.
Establishing proper communication with neighboring countries through increased media management capacity.	Identification of the potentials needed to improve relations with neighboring countries in order to facilitate the solution of the crisis of economic market volatility.	1. Examine the needs of neighboring countries and compare them with the strengths and potentials of Iran and the geopolitical position of Iran. 2. Developing models and tools for attracting neighboring countries for more relations with Iran through the promotion of regional power of Iran with the use of mass media.
	Use of the governmental aid.	
Improving the quality and content of mass media as a product for revenue	Identifying acceptable content for people outside of Iran.	1. Investing in mass media and changing the attitudes toward them as a revenue-generating product.

generation outside of Iran.		
-----------------------------	--	--

Source: Writer

Conclusion

The subject of this article is the fluctuations of the Iran's economic market, which has led to a crisis in the country in recent months, how controlling it with using mass media and its management? What has been identified in the study of theoretical literature is the effect of two factors of geopolitical changes and the role of dealers and economic agents in this field.

SWOT analysis and methodology has been used to clarify the way that the managers and mass media should take in order to manage the crisis. Initially the strengths and weaknesses, opportunities and threats associated with socio – cultural, political and international factors related to the subject are defined with the help of elites, economic and media managers, then the quantitative methodology of AHP is used in order to weighting the each of the strengths, weakness, opportunities and threats to form the IEM Matrix and show the status of socio – cultural, political and international factors and issues in that matrix for media management.

Among the three socio – cultural, political and international spheres, the field of socio – cultural and political have the best status in terms of the ability to manage the crisis. The international field ranked after two other spheres and is located in V area. Thus the results of this matrix indicate the appropriate and constructive status of socio – cultural and political fields involved in the study's object, while international field assessed an intermediate level and needs more care and investment in this regard. After these steps, the SWOT model has been used in order to elaborate the managers' requirements for controlling market volatility. So, four strategies of SO, ST, WO and WT were developed for each socio-cultural, political and international factors. After this stage, policies and actions were developed for implementation of the strategies. The results show that; People's interest in using Mass media, Existence of security inside countries comparing to neighboring ones and the role that media can have in this situation and Increasing of the level of media literacy as the most important strengths; Iran's single-product economy and lack of management to build good relations with neighboring countries and monetize in this way, and the role that the media can play in this regard, direct intervention of government and focus-oriented management in the media field are the most important weaknesses; Extension of the field of media education, especially in postgraduate education, An appropriate geopolitical position for

Iran to control the region and use the media management tool in this important direction and Using the beneficial and successful experiences of many countries in the field of economic crisis and the role of media management in this field are the most important opportunities and finally cultural Invasion, Existence of sanctions and political problems and The weakness of fluency in international languages in the country's media are the most important threats in the context of the country's economic organization and in order to media management for controlling economic market volatility. At the other hand, using SWOT model for deriving strategies, it is became obvious that all of them have a general approach and the awareness of the people, the establishment of coordination between people and authorities in crisis situations, and the creation of a sense of trust towards the government are the most important and common them among all of the strategies. Using the governmental aid is among the most important policies. Among the most important implementations, it can be referred to the organization of groups, invention of measurements and models related to strategies for mass media management.

Refernces

- Abbasi, Semnani (2013). Iran's geopolitical position in regional and world power relations.
- Agarwal, Binod. C. (July-December 2006). Communication Technology & Rural Development In India: Promises & Performances. Indian Media Studies Journal , 1 (1).
- Alwani, Seyyed Mehdi (2009). Public Administration, Tehran: Ney Publications.
- Amiri, Nejat and Habibzadeh, Ashab (2015).Analyzing the status of virtual social networks based on SWOT model.
- Biagi, S. (2012). Media impact: An introduction to mass media. Cengage Learning.
- Eftekhari, Asghar.(2008). Media Management of Crisis. Academic of Jihad Scientific Information Database.
- Elahi, Nasser et al. (2016). The role of structural shocks and exchange fluctuations on the dynamics of macroeconomic variables. Quarterly Journal of Applied Economic Studies, Vol. 5, No. 18, summer, 2016, pp. 219-197.
- Gupta, Om. (2006). Encyclopedia of Journalism & Mass Communication (Vol. 2). ISHA.
- Habermas, J. (1973). Legitimation Crisis. Boston: Beacon Press.
- Habibzadeh, Ashab and Javadian, Reza (2010). Media Strategies in Crisis Management. Academic of Jihad Scientific Information Database.
- Henten, A., Samarajiva, R., & Melody, W. (n.d.). The Next Step For Telecom Regulation: ICT Convergence Regulation or Multisector Utilities Regulation?
- Herman, C.F (1963). Some consequences of crisis, Administrative Science Quartely, No.8.
- Howitt, D. (2013). The mass Media & Social Problems (Vol. 2). Elsevier.
- Khazae Ali. (2013). Spreader in the economy of Kerman province (threat or opportunity). Center of Economic Research, Education and Publications.
- Kia, Ali Asghar et al. (2016). The role of mass media in urban management (case study: 22th region of Tehran municipality): Journal of Urban Economics and Management.
- Mefalopoulos, P. Development Communication Sourcebook: Broadening The Boundaries Of Communication. The World Bank.
- Mehregan, Nader and Ahmadi Qomi, Mohammad Ali (2015). Foreign Exchange Shocks and Financial Markets: Applied to Panel VAR, Quarterly Journal of Economic Research and Policy, No. 75, pp. 130-103.
- Nag, Baishakhi (2011). Mass Media and ICT Development Communication: Comparison & Convergence, Global Media Journal – Indian Edition/ISSN 224-5835, Winter Issue/ December 2011. Vol.2/No.2
- Naqib al-Sadat, Seyed Reza (2008). Media threats and crisis management. Academic of Jihad Scientific Information Database.
- Perrow, C. (1984). Norman Accidents. New York: Basic Books Publications.
- Roshanandal Arbalani, Taher (2008). The role of media management in the evolution of the crisis from the threat to opportunity. Journal of Research in Communications, 15 (55), 162-141.
- Seyed Aghae, Davood (2008). Reviewing the Theory of Media Role in Crisis Management. Communication Research Center (15).
- Seyfzadeh, Hossein (2003). Principles and Models of Decision Making in Foreign Policy, Ministry of Foreign Affairs publication.
- Tabatabai, Sadeq (2002). Living in a sack, dying in joy. Retrieving August 15, 2003 from the Android Club website, www. Bashgah.net.
- The Media & the Information Society. Global Knowledge Partnership.