Understanding key factors for creating news media brand

Comprender los factores clave para crear una marca de medios de comunicación

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ABSTRACT

The purpose of the present research is to answer the question of what factors influence building a brand for news media. To answer the question, we used the meta-synthesis method. The statistical population of this research is qualitative articles that have been published on the media brand, in particular, the news media brand, between 2000 and 2017. Using content analysis, a total of 87 codes, 18 concepts and 5 categories for the brand of news media were discovered and labeled. Findings showed that the elements of the organization, message, communication, audience, and values are used in creating a brand for news media.

Keywords: Mass Media, Brand, News Media Brand, Meta-synthesis.

RESUMEN

El propósito de la presente investigación es responder a la pregunta de qué factores influyen en la construcción de una marca para los medios de comunicación. Para responder a la pregunta, utilizamos el método de meta-síntesis. La población estadística de esta investigación son los artículos cualitativos que se han publicado sobre la marca de medios, en particular, la marca de medios de comunicación, entre 2000 y 2017. Utilizando el análisis de contenido, un total de 87 códigos, 18 conceptos y 5 categorías para la marca de los medios de comunicación fueron descubiertos y etiquetados. Los resultados mostraron que los elementos de la organización, el mensaje, la comunicación, la audiencia y los valores se utilizan para crear una marca para los medios de comunicación.

Palabras clave: Medios de comunicación, Marca, Marca de medios de comunicación, Meta-síntesis.

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1. INTRODUCTION

Attracting and retaining the audience is one of the main problems of mass media. Because the audiences are the most important asset of media, and without them, there will be no media. It is important for media organization in order for audiences to be successful. Companies are set up to carry out audience research for media producers to see how many people would be interested. The concern to attract and retain them in the media is like concern for profitability in business. As every company tends to become more profitable, any news media tends to be successful in attracting and retaining the audience. This is a global issue, and certainly the empires of the news media of Europe and the United States are also concerned about attracting and retaining the audience.

Now, media competition is more likely to attract audiences, as increasing the sender's sources are important to media competition; a competition that attracts more and more audiences. Today audiences are characterized by diverse, active and selective behavior. An important criterion in evaluating the success of each media is to examine the number and extent of the use of the audience from that media (Rezaei, 2007; Sohrabi, 2017), and the motivation or change that occurs in the behavior of the audience, and this is when a media possesses distinct characteristics from another media. Media branding can be considered as one of the solutions available to attract and retain audiences in any media.

In other words, the number of mass media and content producers has grown, and it has become more difficult to attract attention and loyalty ratio similar to the past. In this atmosphere of attention crisis, the mass media faces a dilemma with increasing social networking medias such as Facebook, Twitter, and mobile messaging channels like Telegram and Instagram; the need for brand creation has become more crucial for the media and has endowed the brand an essential place in media management literature and media economics. Because in the age of attention economy, the brand as a management tool can, empowerthe market of media business by being different from competitors. Communicating with audiences over the long term (i.e. loyalty of the audience) creates competitive advantage and thus gives the brand a more loyal audience.

In a challenging media environment, attracting audiences has become difficult just by functional features like news content. In a context where news organizations provide similar news, distinctive media brands are needed to survive. (Kim et al., 2010; Silva et al., 2016).

The brand theme is the subject of competition. Since the customer chooses where to go and what to choose, wherever the competition goes up, brand matters becomes more important. In the media competition, audiences are turning to brand media, and advertisements will be given to the brand. Typically, non-branded media have a marketing and advertising section to get advertisements and attract customers, but usually, media brands do not have these segments. Instead, they have a section that accepts the order of advertisements. This shows the importance of the brand. A branded media is located at a point where it is no longer sought after by the customer or audience, but by the target audience.

Brand and media research is divided into two parts. The first part of the study has examined brand issues and has used mass media as a tool for the branding of products and services. Related to the subject of this article, the second part examines the media brand. Researchers such as Siegert et al. (2011) introduced the MBAC model (media, brand, activists, and communications) with a new approach to the theoretical understanding of identity-based brand decision-making, and the responsibilities and tensions between the two poles of the content-based and market-based in news production are included in this model. Also, Forster (2011) investigated the key components of the success of TV brand management by analyzing ten different television brands in the United States, England, Spain and Germany, saying that researchers are on a special field of branding and focusing on the impact of television news programming. the studies and similar researches show that the media brand has not been thoroughly identified so far, and this is a research vacuum, because in the many studies that have been done, only a part of brand and media domains, for example, brand identity (in Kim et al., 2010), or brand management (in Baetzgen & Tropp, 2015; Bazzi & Naimi Nezamabad, 2019) or brand equity.

Finally, Across the 26 countries covered in the 2016 Reuters Institute Digital News Report, the majority of internet users go to established news media organizations for online news, and more people go to newspaper brands and broadcaster brands than go to digital–born outlets like BuzzFeed, the Huffington Post, or various domestic online–only news sites.

The purpose of this study is to introduce the brand as a management tool for Attracting and retaining the audience. The question of the research is what factors influence creating a brand for news media? This research uses the meta-synthesis method to answer this question. Regarding the nature of this research, the study of past research can show media brand factors on the international level. Therefore, meta-synthesis or meta-analysis could be used. Compared to the meta-analysis, meta-synthesis is used to integrate multiple studies to provide comprehensive and interpretive findings. In fact, meta-analysis reduces quantitative studies into averages, while meta-synthesis enriches qualitative findings through the evaluation of studies and the creation of a comprehensive and interpretive whole (Lee, 2010; Dehdar et al., 2019). Therefore, according to the research goal, meta-synthesis method was selected.

2. LITERATURE REVIEW

2-1. News media

The role of the media in social, economic, political and cultural processes has received great attention in the past decades. Media education is an inseparable part of the recent development of modern society, in which the production and distribution of symbolic products have not only affected the communication flows and the relationships between institutions, organizations, and individuals but also increased these relationships. (Falkheimer, 2014). Mass media operate

in the community and various fields of news, education, and entertainment. Meanwhile, the main task of the mass media is to disseminate the flow of social events (Motamednejad, 2007, p. 4). Thus, the organization and organization of mass media in each country have been created according to its socio-cultural needs, and although there are differences in the structure of the news organizations of America, Europe, Asia and Africa, however, similarities are not so few (Badie and Ghandi, 2008).

Harold Lasswell (1960) lists three functions for mass media: environmental monitoring, social solidarity in response to the environment, and the transfer of social heritage from one generation to the next. The first function, which oversees, cares, prepare and delivers news, including news that media provides and is essential for the economy and society. The second function is the selection and interpretation of information in the environment. Media often includes criticisms and prescriptions for how people react to events. The work of solidarity, the strengthening of social habits and the preservation of the unanimity is achieved by showing the deviations and highlighting the chosen people and this acts as oversighting the state's performance. In the third function, the media takes the form of a transfer of culture: for the transfer of information, values, and norms from one generation to another and from the community to the newcomers (Severin & Tankard, 2000). In this research, the function of news is considered, and the news media is examined.

The signal of the media quality in the news coverage is transmitted through its brands. If this is done successfully, the audience of the media will expect a significant quality of news coverage. From a normative point of view, it is important to get information about the political and economic development of the audience. Therefore, the media have an important contribution to modern democratic societies. At a certain level, media carries information, discloses, criticizes, and controls the political and economic spheres and activists of these areas. Also, activists present their views in the media and public discourse. Therefore, the media informs and acts as the fourth pillar of democracy (Siegert et al., 2011).

2-2. Brand

A brand is a term, sign, design, or combination of these, used to identify the goods or services of the seller or a group of vendors and to distinguish those goods or services with the goods or services of competitors (definition of the American Marketing Association, AMA). In the industry, it is only used when it has been able to gain popularity and credibility in the marketplace (Keller, 2017). David Aaker (2014), father of science of branding, says the brand is something more than a name or badge, which not only shows the organization's commitment to its customer and promises to offer functional benefits to the customer, but also expresses the organization's commitment to providing emotional, social and self-expression benefits to the client. In this research, the concept proposed by Keller and Aaker is desirable. In today's materialist world, people are seeking to make sense of their consumption. These are the brands that add value to the product; they narrate a story about its buyers, or use it on the ladder of immaterial values, and can create this meaning. So surprisingly, all types of organizations and individuals tend to be branded. No one will only earn money by selling the product, but by selling a brand (a set of tangible and intangible values).

In his book "Strategic Brand Management", Kevin Lane Keller has paid a great deal of importance to brand and branding for organizations and companies:

- Brands can provide valuable functions for companies. In general, the main role of each brand is to introduce and distinguish the product and facilitate the processes of trading for customers. In practice, brands help companies manage their assets and inventories and organize their accounting reports. Also, the brand helps companies to securely protect their asset and product features from the competition. Brands can better maintain their intellectual property and have the freedom to act more legally.

- Investing in the brand brings the product into a unique concept in the minds of the consumers and, as a result, distinguishes from other products. Brands represent a certain level of quality; so that the satisfied customers can re-select the product more confidently. Brand loyalty provides predictability and security of demand for the company and creates barriers to the entry of other companies in the field of competition.

- Production and product design processes may be easily copyrighted, but the image and pivotal role that has survived in the minds of individuals and organizations (based on the years of marketing and product experience) is not easily replaceable. Customers are "raised" in some cases in the exact sense with some brands. Therefore, having superior brands is a powerful tool to ensure the organization achieves competitive advantage.

There are two very different concepts: Sometimes, the company has a product that sells. But, sometimes the company owns a brand and the brand does not sell. When there is no intense competition, the company sells its goods, but when it comes to competition, it is not the company that sells the product, but it is the buyer who will eventually choose, and he/she selects the brand to buy. Let us say so, as long as the competition is not strong, companies that are not a brand or do not have brand can sell in any business or political field, but when competition becomes intense, the product is purchased that is a brand because the customer chooses a brand.

The brand is one of the key concepts in contemporary marketing theory. In the media management literature, Brands and branding have not been sufficiently considered, while brand-related concepts are gradually replaced by scientific discussions in the field of media products and services, and now they are referred to as a developing research field (Malmelin & Moisander, 2014).

2-3. News media brand

Branding and media are two inseparable parts, the latter is usually used for the sake of the former. However, if we look at the advanced countries that are leading the way in new media management, we see that branding is also at the service of the media. Like other industries, the media have felt the need for branding. For example, it is clear that a newspaper that has branded itself has many advantages over other newspapers. At the very least, there are more loyal readers who are less sensitive to price changes and feel that the reading of this newspaper is feeling better, Loyal readers have a sense of belonging to a particular group, which means the guarantee of having an audience for the advertisers in the media.

For a long time, books, newspapers, magazines, films, radio and television have been characterized as distinct media with products and with different consumer characteristics; with digitization and convergence, the distinctions and limitations are eliminated. Therefore, what is known as the general audience is divided into smaller target groups that can choose between different products in a particular position. The number of possible options has flared up and applications have been diversified. As a result, the only way to attract more audiences is to take the market from direct competitors. These growing changes have forced media companies to create brand identity. Name, term, sign, design or combination of them to identify and distinguish a product or service from its competitors. Media brands and branding strategies are designed to connect with the thoughts and feelings of the audience to increase the value of a product beyond its group and its functional value. Media brands create a unique environment that is independent of the means and methods of distribution (Sommer & Marty, 2015). Therefore, brands can act through semantic rationality and the passage of reason and logic and communicate emotionally with the audience to be successful in attracting and retaining audiences.

Today, media products, as brands, have entered into the research of media economics, and related research is on the rise. In a common definition by the researchers of the field, media branding is an interdisciplinary research field derived from media economics, media management, media studies, media psychology, and social psychology. However, it has attributes that distinguishes it from other domains (Siegert et al., 2015).

Nowadays, due to the increased media competition and the use of multichannel media, brand creation and its improvement for media companies have become necessary. Technology advances in the media field have changed the production, distribution and consumption of media content. Types of mass media such as newspapers, magazines, books, radios, TVs and films are presented with different producing, marketing and consumption patterns. Of course, considering that the process of media convergence has eliminated the difference between media types; the prominent media brands and their effective management for the success and survival of the media company are important in this context. (McDowell, 2006; Siegert et al., 2011; Chan-Olmstead, 2011).

Research on media branding success factors is a broad and distinct field. Previous research was focused solely on a media type. Since products and services, and developments and production processes are converging and matched, today, this technology-based separation has no longer any value. As a result, media brands have become more and more important (Malmelin & Moisander, 2014, quoted by Sommer et al., 2016). Media branding is a context for determining and recognizing media content that is independent of the presentation and distribution templates. For example, consider the news outlets that provide their services through a newspaper, a website, a mobile app, or a writer who draws his story through a book, movie or social network available to the audience. Therefore, any success factor in media branding should be consistent with these conditions and changes (Sommer et al., 2016).

Therefore, given the fact that today, we are faced with media convergence, and media companies are increasingly using a variety of platforms and medias; in this research, we will not look at a specific kind of media. However, the media, whether printed, visual or audio, or the news agency as a whole and in the form of a media company, will be considered.

Because media elements have not been identified so far comprehensively, in this research, the meta-synthesis method has been used to identify these factors and to investigate the relationship between them.

2-4. the role of the media brand in attracting and retaining the audience

Generally, media directors have chosen one of two strategies for brand building in recent years:

The first strategy is to increase the facets of the difference between their media and competing media so that in the minds of the audience they have a different position from competitors. The second strategy is to create various dimensions of meaning for the media in the minds of the audience and to transform the brand into something more than its practical benefits. In this way, instead of being different, the brand focuses on emotional links between the media and the audience. Therefore, there is a stronger connection between the audience and the media brand and emotional loyalty is formed. At this strategy, brand and brand communication networks are becoming more and more important for the brand's media-seekers, and thus media brands in two parallel markets, one in the market of the audience and the other in the market of advertisers, are successful. Many international news media such as CNN, BBC, Al Jazeera and its members have been able to relate to their audience and become media brands in the world (salavatian et al, 2017).

Media brands are worthwhile in the various fields that the audience or media consumer expects to expect: subjects such as media content, media engagement, and experience for the media consumer. Traditional medias, usually rely on content branding, however, new media are engaging in interaction and creating a leading experience.

The main assets of each media are audiences, and brand management is a tool that generates a strong, long-term relationship between the media and the audience, which is one of the dimensions of differentiation. As Al Ries and Jack Trout (1994) say, branding helps the reader to recall the offer that marks the brand from competitors. Another important point is that brand strategy brings to the media the added value that makes the audience come to brand for something

more than the functional aspects of a media. The added value that is supposed to be transferred to the audience with a unique identity is only from the media, which means the distinction of the media from competing media.

Finally, brand and media relations are inevitable for improving the economy and media industry in today's modern societies. Brands play an important role in the production and sale of media content (Baetzgen & Tropp, 2015). Branding has been more influential in the media industry than before, since, in addition to adopting a strategy for differentiating between rising competitors, it is used as a tool for changing the behavior of customers or audiences and can serve as a quality signal for media content, and In the audience guide for choosing among the media, it can play a decisive role (Crebs & Siegert, 2015).

3. METHODOLOGY

In this research, meta-synthesis method is used. Meta-synthesis is a qualitative study that utilizes the findings of other qualitative research in the field of a subject as data. Therefore, samples of the meta-synthesis study are qualitative studies that the researcher enters into their study based on research questions. In fact, meta-synthesis refers to a group of approaches and methods that are trying to synthesize and combine the findings of qualitative studies to present a new interpretation of the phenomenon (Najafi, 1392).

This method done in two steps. Searching for related studies and analyzing the data obtained from the research. The first stage involves the use of the criteria for selecting and systematic search for finding relevant sources, and the second stage involves systematically reviewing these studies and analyzing the content of the extracted data from the review of resources (Pekkala et al., 2013).

In general, meta-synthesis provide a systematic approach for researchers to combine different researches, identify hidden themes and metaphors to develop existing knowledge and create a comprehensive view (Siau & Long, 2005). This research method has a hermeneutical approach and seeks to understand and describe a phenomenon (Walsh & Downe, 2005).

In this research, we use the seven-step method of Sandelowski and Barroso (2007) to realize the meta-synthesis:

Step 1: Select a research question to guide the study; Step 2: Search for candidate sources; Step 3: Retrieve the sources; Step 4: Review and appraise the sources; Step 5: Analyze the findings found in the sources; Step 6: Quality control and Step 7: Present the results of the analytical process.

In the present study, the information gathering method is library-based and taking notes is used for information gathering.

Qualitative research is one of the best research methods for studying social and human phenomena because in this way the scholar analyzes and analyzes tangible and real issues (Alwani, 1998). Considering the purpose of the research and the importance of the qualitative method in social phenomena studies, the study population of this study is qualitative studies in English with the subject of the media brand, especially the news media brand. For time limits, resources are selected from the period 2000 to 2017.

Schreiber et al. (1997) argue that the number of studies included in the synthesis depends on the subject of the research and the goal of the investigator to do so. The size of the sample depends on the complexity of the question and the depth and extent of the available research reports. The saturation of the encoded classes is a suitable criterion for sampling adequacy (Najafi, 1392). Sandelowski and colleagues have suggested at least 10 to 12 studies for meta-synthesis research (Xu, 2008).

In this research data analysis method is content analysis. Content analysis has been introduced in some sources as a research method (Sarmed et al., 2008), and in others it is considered as a data analysis method (Saroukhani, 2007) used for interpretation, reasoning and inference for data analysis.

Also, for the validation of the final resources extracted for coding, the Glynn tool (2006) is used. One of the tools used to evaluate the quality of the initial studies of qualitative research is the Glynn tool. Although there is various checklist for systematic review of meta-synthesis, the Glynn tool is used to evaluate both qualitative studies and quantitative studies (Catalano, 2013). Glynn's questions are categorized into four categories: statistical society, data aggregation, research design and results. Answers to these questions and the use of the Glynn formula determine the credibility of the resource.

In the meta-synthesis method, the reliability of the extracted codes from the findings of the articles is examined by obtaining the views and approvals of some non-authors about the codes (Walsh & Downe, 2005).

To ensure the accuracy of the findings and their validity in the qualitative method, the following measures are taken:

- Member checking: Some authors review the reviewed articles, analysis processor categories, and express their views on them.

- Peer examination: Guidance and consultant teachers, and several experts from the field, are looking at the findings and comments on them.

- Researcher reflexivity: As far as possible, attempts are made to control the bias and prejudices of the researcher

(Denise, 1970; quoted from Johnson, 1997).

In qualitative research, including the research constraints, one can generalize the results of the research and the scholar-centeredness that poses the risk of bias in the research; considering the use of the qualitative method for the present study, the constraint of the Qualitative content analysis method includes this research but credit is done.

4. DATA ANALYSIS

The seven-step method of meta-synthesis of Sanedelowski and Barroso (2003) was used to identify the factors shaping the news media brand:

Step 1: Select a research question to guide the study: To set up research questions, the first step is to focus on what to study. In this study, the identification of factors and components of the news media brand were studied. This parameter is set by answering the following questions:

1) Who: Determines the community under study. In this research, databases (ISI, ScienceDirect, Scopus, Emerald, Ebsco, Mexican, Noormags, etc.), magazines, conferences and various search engines were studied.

2) When: Defines the timeframe for the research. The sources studied in this study are from 2000 to 2017.

3) How: How to conduct research and analyze data. In this research, content analysis method (secondary data analysis method) was used. The researcher, taking into account the criteria, identifies the appropriate resources that come into the meta-synthesis process and identifies the resources that come out of the process.

After expressing the parameters, the research question was expressed as follows: What are the factors of news media brand?

Step 2: Search for candidate sources: In this research, databases, publications and various search engines were investigated between 2000 and 2017. Keywords such as brand, news media, media branding, and their combinations are searched for in Persian and English research sources. At the end of the search of databases, journals and various search engines, 357 sources were found using the keywords.

Step 3: Retrieve the sources: To select appropriate resources based on the algorithm shown in the figure, various parameters such as source type, title, abstract, content and research method were evaluated.

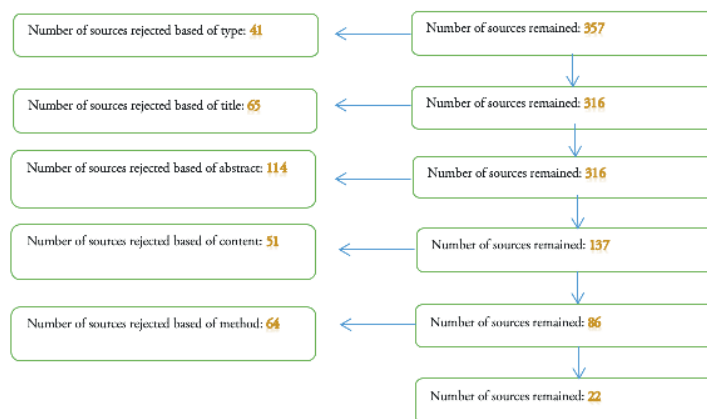| Number of sources rejected based of type: 41 | ← | Number of sources remained: 357 |
Number of sources rejected based of title: 65	←	Number of sources remained: 316
Number of sources rejected based of abstract: 114	←	Number of sources remained: 316
Number of sources rejected based of content: 51	←	Number of sources remained: 137
Number of sources rejected based of method: 64	←	Number of sources remained: 86
		Number of sources remained: 22

Figure: Final Source Selection Algorithm

According to the figure, 357 sources were first identified, of which 314 sources (which were articles) were selected, and the rest were excluded. These articles were reviewed based on title, abstract, content and methodology. Therefore, unrelated articles were deleted and finally 22 sources were selected for meta-synthesis. The Glynn tool was used to assess the quality of the 22 final sources. All of the 22 final sources were able to score over 75%, so they got the credit rating.

Step 4: Review and appraise the sources: Out of the 22 sources, two sources were also removed due to the sufficiency and saturation level, and finally the data was extracted from 20 sources. The resource information was extracted as follows: bibliographic information for each source including title, author, and year of publication; research topic, keywords, role of media brand and research method (appendix).

Step 5: Analyze the findings found in the sources: In this study, first we summarize all the factors extracted from the previous studies; then we assign codes for each of them. In the next step, taking into account the concept of each of these, the codes were categorized in the same sense. In this way, the concepts of research were identified. Three of the examples were Bridging Electronic Newspapers, "Development of the Traditional Media Media Platform" and "Priority

in Focusing on Updating News in Current Reports with YouTube", which were summarized as follows: The codes for "use of e-media", "the use of alternative media" and "social media as a branding opportunity" were identified. These three codes were combined on the concept of "media convergence". Finally, this concept, together with other related concepts, formed the category of "communications".

Based on the analysis of the content analysis method, 74 codes, 18 concepts and 5 categories for the brand of news media were identified and labeled. The findings from this stage indicate that such a systematic study has not been carried out in previous studies, and each study focused only on a specific aspect of the media brand, and multiple dimensions formulated in a coherent and systematic framework was not intended (tables 1 to 5).

Table1. Concepts and categories finded

Gerth (2012) Sommer(2015)	Perception of managers	News Media Identity		
Gerth (2012) Siegert (2011) Sommer(2015) Zeng(2012)	Mission of news media			
Gerth (2012) McDowell (2004) Hoynes (2003) Zeng(2012)	Spirit of organization			
Sommer (2016) Sommer(2015)	Internal processes	Organization of news media	Administration & Organization	1
Sommer(2016) Sommer(2015)	Leadership			
Sommer (2016) Sommer(2015) Hoynes(2003)	Structure of news media			
Sommer (2016) Sommer(2015)	Human resources			
Sommer (2016) Sommer(2015) al Nashmi(2017)	Distribution mechanism			
Sommer(2016) Sommer(2015)	Media planning process			
Sommer(2016) Sommer(2015)	Organization sources			
Forster(2014) Sommer(2016) Machin(2008)	Physical space	News media architecture		
Forster (2014) Sommer (2016) Nienstedt (2012)	Hybrid brand			
Forster(2014)	House of brands			
Forster(2014)	Branded house			
Nienstedt (2012)	Plausibility	Credibility of source		
Nienstedt (2012)	Affiliation to professional communities			

Table2. concepts and categories find

Baetzger (2015) Bakshi(2016)	The importance of content	Credibility of content		
Baetzger (2015) Bakshi(2016)	The attractiveness of content			
Baetzger(2015) Bakshi (2016) Sommer (2016) Doyle(2006) Machin(2008)	Content quality			
Baetzger(2015) Bakshi(2016) Machin(2008)	Structure of news			
Baetzger(2015) Bakshi(2016)	Sub-content features			
Baetzger(2015) Bakshi (2016) Machin(2008)	Packaging of news			
Baetzger (2015)Forster (2014) Bakshi(2016)	Diversity of content			
Baetzger (2015) Bakshi(2016) Sommer(2016)	Localization of content			

Authors	Concept	Subcategory	Category	No.
Baetzgen(2015) Siegert(2011)	Brand mission fit of the content		Message	2
Baetzgen(2015) McDowell(2004)	News monopoly			
Baetzgen(2015) Forster(2014) Siegert(2011) Sommer(2015) McDowell(2004)	Competitive Advantage			
Baetzgen(2015) Forster(2014) Siegert(2011) Bakshi(2016) Sommer(2015) McDowell(2004)	Economic value of brand	Message equity		
Baetzgen(2015)Forster(2014) Siegert(2011)Bakshi(2016) Sommer(2005) McDowell(2004)	The spiritual value of the message			
Baetzgen(2015)	The power to interpret events			
Baetzgen(2015) Forster(2014) McDowell(2004)	Distinction with competitors			
Doyle(2006) Machin(2008)	creativity			
Doyle(2006) Machin(2008)	Forward-thinking	Innovation in produce and present of message		
McDowell(2004) Zeng(2012)	The Seal of Brand Keeping			
Doyle(2006) Machin(2008) Zeng(2012)	Do creative ideas			
Doyle(2006)	Use of development Indicators			
Doyle(2006) Machin(2008)	Long-term strategy compilation			
Baetzgen(2015) Doyle(2006)	Up to dating of message	Extension of message		
Doyle(2006) Van Den Bulck(2011)	Extra service			
Siegert(2011) Sommer(2015) Doyle(2006)	Expanding Partnership			

Table 3. concepts and categories find

Authors	Concept	Subcategory	Category	No.
Sommer(2015)	Engagement with Stakeholders	Public relations	Communications	3
al Nashmi (2017) Nienstedt(2012)	Communication between media			
al Nashmi (2017) Nienstedt(2012)	Communication within the media			
Siegert (2011) Ghachem (2011) Nienstedt(2012)	Communication with audience			
Sommer (2016) Ghachem(2011)	Recruitment on social networks			
Sommer (2016) Sommer(2015)	Manufacturer Criticism	Feedback		
Sommer(2016)	Elites evaluation			
Sommer (2016) Sommer(2015)	Target audience evaluation			
Sommer (2016) Sommer(2015)	Advertising	Marketing and advertising		
Sommer (2016) Sommer(2015)	Marketing			
Sommer (2016) Sommer(2015)	Promotion			
Sommer (2016) Sommer(2015)	Facilitating Access			
Sommer (2016) Sommer(2015)	Market scrolling			
Ghachem (2011) al Nashmi(2017)	Use of e-media	Media convergence		
Ghachem (2011) al Nashmi(2017)	The use of alternative media			
Sommer(2016) Ghachem(2011) Al Nashmi (2017) Molyneux(2017)	Social media as a branding opportunity			
Ghachem (2011) al Nashmi(2017) Kim(2017)	Transmedia storytelling			
Sommer (2016) Ghachem (2011) al Nashmi (2017) Molyneux (2017)	Use of multi-platform			

Table 4. concepts and categories find

Gerth (2012) Siegert (2011) Bakshi(2016) Nienstedt (2012) McDowell(2004)	Perception of consumers	Audience image		
mcdowell(2004)	Experience the audience from competitors			
Siegert (2011) Nienstedt(2012)	Brand image			
Zeng(2012)	Brand awareness			
Nienstedt(2012)	Characterization of audience			
mcdowell(2008)	The audience's dependence on the media	Loyalty of audience	Audiences	4
McDowell(2008)	Attracting of audience			
Baetzgen (2015) mcdowell(2008)	Satisfying of audience			
mcdowell(2008)	retaining of audience			
Baetzgen (2015) Doyle(2006)	Broadcast the target audience's news needs	Target audiences		
Baetzgen (2015) Doyle(2006)	Understanding the norms of the audience			
Doyle(2006)	Social and Democratic Participation of the Audience			
Bakshi(2016) Machin(2008)	Language of target groups			

Table 5. concepts and categories find

Gerth (2012) Kim (2010) Molyneux(2017)	Professional principles	Principles of journalism		
Kim (2010) Baetzgen (2015) Hoynen(2003)	Independence of the media			
Gerth (2012) Molyneux(2017)	Media-centric favors			
Gerth (2012) Kim (2010) Molyneux(2017)	Professionalism			
Kim (2010) Molyneux(2017)	Social responsibility of the media			
Kim (2010) Molyneux(2017)	Cultural and social services			
Baetzgen (2015) Molyneux(2017)	Non-advertising character	Market-oriented journalism	Values	5
Baetzgen (2015) Sommer (2016) Machin (2008) Van Den Bulck (2010) Hoynen(2003)	The commoditization of news media			
Baetzgen (2015) Sommer (2016) Machin(2008) Van Den Bulck (2011) Hoynen(2003)	Commercialization of the news media			
Baetzgen(2015) Machin(2008)	Pulp journalism			
Kim (2010) McDowell (2004) Kim(2017)	News media dynamism	News media personality		
Kim (2010) McDowell (2004) Kim(2017)	News media sincerity			
Kim (2010) McDowell(2004) Kim(2017)	News media warmth			
Kim(2010) McDowell(2004) Kim(2017)	News media heroism			
Kim(2010) McDowell(2004) Kim(2017)	Personality of anchors			
Kim(2010) McDowell(2004) Kim(2017)	News media sophistication			

Table 6. Concepts and categories finded at a glance

Values	Audiences	Communications	Message	Administration & Organization
Principles of journalism	Audience image	Public relations	Validity of message	News media identity
Market-oriented journalism	Loyalty of audience	Feedback	Message equity	Organization of news media
News media personality	Target audiences	Marketing and advertising	Innovation in produce and present of message	News media architecture
		Media convergence	Extension of message	Credibility of source

Step 6: Quality Control: At this stage, the researcher examined the reliability of the extracted codes from the resource findings by obtaining the views and approvals of some source creators. In this way, the researcher extracted the codes from sources for five authors from these sources and asked them to comment on the correct encoding of the findings forth researcher (Walsh and Down, 2005). Four researchers replied to the email and verified the findings of the study.

In addition to the opinions of the authors of the articles, the counseling and collaboration of the supervisors and counselors and several experts in the field of media management and media brand were also used to validate the codes and concepts.

Step 7: Present the results of the analytical process: The research showed that five factors are effective in the emergence of a news media:

1) Administration and Organization: One of the factors that creates a media brand is administration and organization. Accordingly, the news media brand is considered as an organizational and managerial phenomenon, which includes the identity of the news media, the organization of the news media, the architecture of the news media and the credibility of the source. In other words, from this perspective, the following factors influence the formation of the brand news media: the nature and reason of the organization, the mission and objectives of the news organization, elements and processes of internal organization (including planning, leadership, organizational resources, human resources and distribution) and the credibility of the news organization.

2) Message: In this category, the news media brand is considered as branded content. Content constitutes the core of every news media, which includes credibility of message, message equity, innovation in the production and presentation of message and extension of message. In fact, the structure of the news, the diversity of content, news package, quality of content, content relevance, innovation in the creation and presentation of content, the equity and the competitive advantage of any news media in the category of message or content-oriented news media is crystallized.

3) Communications: This topic is referred to as market communication, which includes public relations, audience feedback, marketing and advertising, and media convergence. The category of communications, interactions and relations between the news media and the external environment of the organization through marketing and advertising, public relations, the use of various media platforms and obtaining external evaluations are established.

4) Audience: This category is referred to as an audience-based approach to the news organization, which includes the concepts of imagery, audience loyalty, and target audience identification. The audience issue focuses on the mental image of the audience from the news media, his loyalty, attracting and retaining the audience, making confidence in the audience, and ultimately the focus of the news media on the target audience.

5) Values: This topic depicts the tension between media brand and community expectations and includes concepts of professional journalism, market-oriented journalism, and news media personality. In this category, the following issues are depicted: the functional values of the news media, the independence of the news media, its follow-up to the principles of journalism, their relationship with the commodification and commercialization of news media, in addition to the Professional media personalities.

5. DISCUSSION

Increasing competition in a challenging environment of media to attract and retain audiences has led news organizations to take advantage of the principles of branding that comes from the field of strategic media management.

The present research leads to significant theoretical and practical consequences. This research showed that one of the factors influencing the creation of the news media brand is the characteristics of the administration and the organization. These features include news media identity, news media organization, news media architecture and credibility of source. The identity of a news media reflects the nature, quiddity and purpose of being branded (Siegert, 2011, p. 58). Along with identity, news media organization determines the organizational structure for brand acquisition. The relations and communications of this organizational structure is formed by the architecture of the news media (Baker, 2088, p. 53). Finally, the credibility of the source indicates that the news organization is credible and capable of being branded (Berlo et al., 1969).

The second factor affecting the media brand is the characteristics of the message. These features include validity of message, message equity, innovation in message generation and presentation, and extension of the message. In order to

become a media brand in addition to the media organization, the content and message from the media outlet should have the features of objectivity and news values. It should also have attraction to attract the audience to it. The validity of the message reflects the features of objectivity and the value of the news (Vindal et al., 1997). The message equity can distinguish the news media from its rivals, which, along with the component of innovation in the production and presentation of the message, can gain competitive advantage and create a monopoly of news (Siegert et al., 2011, p. 64). Extension of message will also help to improve the quality of the message and update the content (Zeng & Wang, 2012).

The third factor is the communication properties that include public relations, feedback, marketing and advertising and media convergence. One of the important issues in the news media brand is communication. The news organization, and the public relations are responsible for interaction with stakeholders (Siegert et al., 2011). Audience feedback and external evaluation will help to improve brand performance (Mohsenian rad, 1382, p. 352-353). Advertising and marketing are essential for the brand's introduction and promotion (Kotler, and Armstrong, 1990). Convergence makes content flow in various media platforms possible; Among such platforms one can name mobile, radio and television, newspapers, websites, blogs, etc. Therefore, the brand message becomes available to everyone (Jenkins, 2006).

The fourth factor is the characteristics of the audience, which includes the audience's imagination, loyalty, and his awareness of the target audience. The audience's imagination is the understanding of news media by the audience (in other words, audience's perceptions of prominent news media features). News media brand customers are audiences, and their perception of the various news media will determine the brand. It is the audience's perception that creates meaning in his mind. The audience's perception is a form of loyalty or lack of loyalty to the news media. For example, local coverage of news is one of the things that creates loyalty to the audience (Hedding et al., 2014). Each media has its audience; therefore, one of the elements of the success of any news media is to identify target audiences. In the media industry, the audience will follow a brand that is in line with his ideology, and the ideological consistency of the audience with the media brand helps the media credibility and affects the equity of the message.

The fifth factor in creating a news media brand is the values' features. These features include the principles of professional journalism and market-oriented journalism, which range the two heads of a spectrum. The former focuses on media independence, professional ethics and social responsibility (Badie, 1382) and the so-called journalist dimension, but the latter looks at the subject from the market dimension and attend two categories of product (content sales To the audience, the sales of the audience to the advertising companies (Nemati & Kohan Hushnejad, 2011). Naturally, the media that pursues the principles of professional journalism increases the chances of being branded. Although the business aspect is important in the media organization, but the nature of the media is a human nature and affects the culture and society and even the personality of human beings, and as with humans, epistemic, ethical, and humanistic principles, in the media organization, the same concepts can be developed and pursued (Ali Askari, 1394). Therefore, in addition to influencing the audience, the character of the news media plays an important role in attracting target audiences. The honesty and intimacy of the news media, the heroism of the news media, and the professional character of the executives in the acquisition of a media are significant factors and create meaning in the minds of the audiences.

6. CONCLUSION

In this research, five agents of administration and organization, message, audience, communications, and values were identified through 18 elements in the creation of news media brands.

The elements of equity of the message, the innovation in the production and presentation of messages and the extension of the message make the news media differentiate their competitors. The elements of media identity, audience image, audience loyalty, media personality, and news media architecture forms the creation of meaning in the audience. In this case, instead of being different, emotional links between the media and the audience are considered to create a stronger relationship between the audience and the media brand and produce emotional loyalty. Of course, brand loyalty, as Keller says (2012), provides predictability and security for demand for the company, and creates barriers to competing for other companies.

The components of marketing and advertising, public relations, news media organization, and source credibility play the role of signal for qualification of the news media and helps it attract more audiences. According to Keller (2012), extension of product and product development processes can be easily copied, but the image and pivotal role that has remained in the minds of individuals and organizations based on several years of marketing activity and product experience are neither easily replaced nor copied.

In general, the elements and components of the news media brand identified in this research can be useful in policy making by any of the news medias to attract and retain the audience.

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