Research Article

OPPORTUNITIES AND THREATS OF MEDIA POLICY MAKING IN IRAN WITH REGARD TO THE EMERGENCE OF NEW COMMUNICATION TECHNOLOGIES

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ABSTRACT

Media policy making is a set of principles and norms that are compiled to guide the behavior of media systems. Although these policies have practical, limited and immediate applications too, in principle their task is fundamental and broad. Policy makings are formed in the context of society's public perception of communication and stems from the political ideologies, social and economic conditions of the country and the values that compose its foundation, and try to relate the mentioned values to the real needs and foresights of the media. Meanwhile, due to the progress that has been made today in the field of communication technologies any policy making in the field of communication and media requires other areas of communication, including computer communication and new communication technologies. The emergence of these technologies and consequently the information and network society, issues such as governance on internet, freedom of expression and access right, privacy, trade, ethics, political, cultural and social implications and impacts, as well as the creation of appropriate cultural and social contexts for the development and application of these technologies, especially for less developed countries have been converted to permanent concern that no communication policy maker can ignore them. This article examines the issue of opportunities and threats of media policy making in Iran with regard to the emergence of new communication technologies and it has been tried to investigate the strengths, weaknesses, opportunities and threats of media policy making in Iran with regard to the emergence of new communication technologies. In this research, two methods of documentary (library) and SWOT analytical matrix have been used. Information required has been collected through interviews with 15 experts in the field of media and policy making who have a doctorate degree in communication sciences or are Ph.D. students in communication sciences, and were familiar with the policies of the Supreme Council of Cyberspace of the country. Research findings show that based on the results of interview and information extraction, the score obtained from the internal factors evaluation matrix is equal to 2.01; this number indicates that the Supreme Council of Cyberspace has weakness in terms of internal factors (2.01<2.5). In other words, the weaknesses of this council are more than its strengths. Also, by examining the external factors evaluation matrix and the score obtained 2.09, we conclude that the forthcoming threats will overcome the opportunities of the region (2.09<2.5). In other words, the forthcoming threats of this council are more than the opportunities ahead, according to which, defensive strategies (WT) were selected, and in the quantitative strategic planning matrix, the strategies of this region was located with a combination of the strategies of the two of its probability regions (WO, ST).

Keywords: Policy Making, Media, New Communication Technologies, Iran.

INTRODUCTION AND STATEMENT OF THE PROBLE

Media policy making is a primary element in shaping the direction of the media. The 1972 UNESCO document explains media policy making as: "Every government has a kind of policy making for the media. Sometimes policy makings are inexplicit and scattered. Media policy making can be very general and only address goals and principles, or represent details too, and has an obligatory aspect for the media" (Labafi, 2011, p. 142).

Freedman "considers media policy making the same as general policy making that addresses specific media issues" (Freedman, 2009, p.344). Granham believes that "the type of media policy making refers to the point that in which public reference, media policies are formed. It can be said that any kind of policy making in the media should be compiled based on the political climate in society" (Puppis, 2010, p. 134). Dennis McQuail knows media policy making a public project for public managers who are on a mission to accomplish specific goals to act within a legal and management structure" (Cuilenburg & McQuail, 2003, P.181).

On the other hand, it should be noted that we live in a world where abundance, diversity and the possibility to access information are the most prominent features and indicators of it. In this highly informed world, culture and social interaction have found information content

more than ever, in a way that some scholars have called the present age the era of information worship.

"In this period, the emergence of multimedia system and communication and information technologies has become its most prominent symbol. New communication networks have overshadowed the atmosphere of today's human life in such a way that it can be said that we all live in a media environment. The quality of the information produced in the new society affects the texture of the media, their structure, role and function to the extent that Marshall McLuhan's historical statement that "the media is the same as message" can be converted into "the message is the same as media", because the diversity of the media and the possibility of trying to attract specific audiences in the new media system have caused the message features shape the media features" (Forghani, 2002, p. 1).

In this respect, our country is no exception to this rule, and it seems that communication policy makers and planners of the country, in addition to paying attention to traditional communications, long-distance communications and mass communications, in order to advance development and progress programs of the country should pay special attention to computer communications and the emergence of new communication technologies and their impact on the country's

media policy makings, and to make the highest exploitation from the created opportunities and challenges in this field in order to compile a comprehensive and complete model of media policy making. What we are trying to achieve in this research.

In this regard, the question that is proposed is that in a country like Iran, what are the most important strengths and weaknesses of media policy making with regard to the emergence of new communication technologies? Also, what are the most important opportunities and threats of media policy making with regard to the emergence of new communication technologies?

Necessity of Research

Information and communication systems policy making is essential for governments because of numerous reasons. "First, communication systems have an important and influential role in political processes. Second, global information and communication technologies influence the social and cultural issues of nations. Third reason that media policy makings are important for governments is the complete inseparability of real and virtual spaces from each other "(Roshandel Arbatani, 2016, p. 4).

Freedman in answering to this question that "Why we need policy making?" says: "The media is an important economic factor in Western societies. The media is also an important factor in social regeneration that can play an important role in the social and cultural processes of society" (Freedman, 2008, p.168).

On the other hand, "Currently, there are about four billion internet users worldwide and it is estimated that this figure will reach five billion by 2021. In our country, the internet is also experiencing a rapid growth, so that now there are about 67 million internet users in the country and it is estimated that the number of users will reach 70 million by 2021"[1].

The fact is that each one of these users is the individual who is considered "Audience" with regard to the emergence of new communication technologies. Therefore, investigating the point that policy-making method for the use of new communication technologies by these audiences and the point that whether the strategy in this field has been compiled in the country's policy makings or not, and the point that what are the strengths and weaknesses of these strategies shows the necessity and importance of this research.

Another issue that necessitates research in the field of media policy making in the area of new communication technologies is that the tradition of research in mass communication for some reasons until a few years ago had accepted newspaper, radio and television as its research topics, but along with technological changes and the emergence of new communication technologies, this tradition has disappeared. Therefore, the present research can be useful both fundamentally and in applied respect. Fundamentally, because it can be an opening for research in the field of media policy making in the area of internet communications, and in applied respect, the research findings can help the decision-makers and media policy makers of the country in the field of accurate planning and compiling an appropriate strategy in this regard.

Research Objectives

1- Explaining the most important strengths of media policy making in Iran with regard to the emergence of new communication technologies
2- Explaining the most important weaknesses of media policy making in Iran with regard to the emergence of new communication technologies
3- Recognizing the most important media policy making opportunities in Iran with regard to the emergence of new communication technologies

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[1] https://www.zoomit.ir/2018/10/18/298272/q4-2018-internet-report &
https://www.tasnimnews.com/fa/news/1398/09/09/2149650/67

4- Recognizing the most important threats of media policy making in Iran with regard to the emergence of new communication technologies

Research Questions

1- What are the most important strengths of media policy making in Iran with regard to the emergence of new communication technologies?
2- What are the most important weaknesses of media policy making in Iran with regard to the emergence of new communication technologies?
3- What are the most important media policy making opportunities in Iran with regard to the emergence of new communication technologies?
4- What are the most important threats of media policy making in Iran with regard to the emergence of new communication technologies?

Research Hypotheses

1- More attention has been paid to the strengths of media policy making in Iran with regard to the emergence of new technologies.
2- Media policy making in Iran has more weaknesses with regard to the emergence of new communication technologies.
3- Less attention has been paid to media policy making opportunities in Iran with regard to the emergence of new communication technologies.
4- Less attention has been paid to media policy making threats in Iran with regard to the emergence of new communication technologies.

Research History

1- **"Solutions to Deal with the Negative Effects of Excessive Use of Cyberspace on Family Members' Relationships"** is the title of a research conducted by Azizollah Ghorbani in 2015 for the Thought Research and Evaluation Center of the Broadcasting. In this research, damages related to the internet, particularly damages created in connection to the family members have been examined.

2- **"New Styles of Human Communication in Cyberspace: Opportunities and Threats of Mobile Social Networks"** is the title of a research conducted by Mehrzad Bahmani and Abbas Mohammadi Shakiba in 2015 for the Thoughts **Research** and Evaluation Center of Broadcasting. In this research it has been stated that the emergence of every media in the society has been associated with intertwined positive and negative functions, that ignoring each of them can cause serious harm to the society. Mobile social networks are no exception to this point. In this research, the survey method has been used. And its statistical population is 15 years and older users living in Tehran.

3- **"Virtual Social Networks: Damages and Their Consequences in East Azerbaijan Province"** is the title of a research conducted by Ali Ghorbani in 2015 for the East Azerbaijan Broadcasting Researches Center. This research has been conducted through the methods of survey, interview and focal groups. The statistical population in the survey section is the 15 years and older citizens in Tabriz and at the same time it has exploited from the results of four related surveys conducted in the research unit in the field of social networks consumption. Interviews have been conducted with 26 university students, 16 students and 22 experts in various fields about the harms, threats, as well as the advantages and disadvantages of mobile virtual social networks.

4- **"Investigating Mobile Social Networks (Case Study: Viber, Instagram and Kik)"** is the title of another important research conducted by Ali Saadat et al. in Tarbiat Modares University in 2014. In this study, three methods of questionnaire, investigating users' opinions in mobile software sales systems such as Bazaar, Google Plus, Samsung App and Web Search have been used to collect data.

5- **"Optimum Media Policy Making in the Islamic Republic of Iran"** is the title of a research conducted by Gholamreza Khajeh Sarvi and Morteza Bayat in 2017.

The present research has proposed this question that what is the optimal model for media policy making in the Islamic Republic of Iran and what are its characteristics? In order for the media in Islamic society to be recognized as a desirable model, by referring to the foundations of Islamic political thought and extracting the indicators, they have been explained and then their explanation in modeling the media of the Islamic society has been done.

Accordingly, the media in Islamic society must follow a series of basic principles. In this view, "the first characteristic of the desirable media in Islam is "religiosity"; "ethics orientation", "giving hope" and "giving awareness" are other original characteristics in designing and policy-making of the desirable media in Islamic society" (Khajeh Sarvi et al. 2017, P. 105).

6- **"The Main Motivations and Reasons for Using Virtual Social Networks"** is the title of a research conducted by the Pew Internet Studies Institute on November 14, 2011 in which 2,277 American adults aged 18 and older were questioned. "Maintaining contact and communication with current friends, maintaining contact and communication with family, knowing the contents, posts and comments of celebrities, politicians, athletes and artists, making new friends have been stated as some of the most important reasons to use virtual social networks" (Grosseck, 2011, p.234).

7- **"Dear Professor, What Should I Write on My Facebook Wall?"** is a case study about academic uses of Facebook conducted by Grosk et al. in 2011. "This research has sought to recognize how students understand the possible uses of Facebook training, its integration with training and learning and educational extracurricular activities" (Grosseck, 2011, p.172).

8- **To Be Friendly or Not: Applying the Theory of Communication Privacy Management in the Study of the Colleagues' Friendship Request on Facebook"** is the title of a research conducted by Frampton and Child in 2013. "This study has sought to exploit the theory of communication privacy management as a theoretical framework in investigating the acceptance or non-acceptance of professional colleagues' friendship request in this virtual social network. Therefore, totally 312 employees having full-time job who have been members of Facebook have been studied through an online survey, the results of which showed that most employees accept their professional colleagues' friendship request" (Bethany, D. Frampton, Jeffrey T.child, 2013, p.250).

9- **Investigating the Confrontation Ratio of Young Canadians Present on Facebook to Ads Posted on This Virtual Social Network"** is the title of a study conducted by Chu and Snider in 2013. "This research, which has been conducted with the title of using virtual social networks to select young Canadians to participate in medical research, has shown that although using Facebook ads to attract an audience and respond for the participation in the online survey in the medical field is not a common and usual affair, still relatively good attention has been attracted to this ad". It can be said that this research is also a descriptive and indirect research about the effectiveness of Facebook ads" (Chu, Jennifer, Snider, Carolyn E, 2013, p.298).

THEORETICAL AND CONCEPTUAL FRAMEWORK

A) Theoretical Framework
In this research, the following theories have been used:

1- Technology Theories
In general, technology theories in their general form can be divided into four distinct categories:

A) Social Technology Theories
According to this theory, it is the society that decides which media should act at what time to meet the needs and values of society. Therefore, in classifying the needs and applications of the media, they can be ideologically divided into messenger, informing, and advertiser media.

B) Military Technology Theory:
This theory relies on the historical evolution of technology, especially in the field of media, and its theorists are Thomas and Lumen.

C) Critical Approach to Technology Theory:
These theories rely on signing new information systems and media, and its theorist is Nice Bam.

D) Group Theory:
"This group of theories investigates the point that how media technology affects group processes. In other words, this group of theories focuses on the social impact of the mass media. The most important theories of this field are: the theory of social presence that relies on the frequency of media presence and selecting them by the audiences and the point that what is the impact of specific social media?" (Verdinejad et al., 2015, p. 50).

2. Normative Theory of the Media:
Dennis McQuail, in his latest commentary, by enumerating normative theories, has presented them in the form of six models (authoritarian, liberal, communism, social responsibility, developing, and democratic participation):

2/1-Authoritarian Theory:
This theory, as the first and the oldest theory, has tried to support the governing policies and serve the power of the current government in the domain of its duties. Control and censorship policy has been the main focus of this theory.

2/2-Free Media Theory:
"This theory can be known as the opposite of the authoritarian theory, which is mostly derived from the writings of Milton, Locke and Mill, who believed in government supervising the media. According to this theory, everyone should be free in accordance with personal tendency to publish a newspaper, express his/her thought and be exposed to everyone's judgment" (Shahamipour, 2002, p. 106).

2/3- Social Responsibility Theory:
"According to the decision of the Press Freedom Commission in 1947 in the United States of America, the activity of the media in society must be accompanied with social responsibility. Therefore, this theory can be considered as the outcome of this commission, because it emphasizes the point that the public media while are in charge of informing, entertainment and educational affairs, have also the responsibility of reflecting all events, conflicts and theories proposed in the society and talking about them without manipulation" (Shahamipour, 2002, p. 106). "Theoretically, social responsibility theory has to reconcile three relatively incompatible principles; namely individual freedom and selection, media freedom, and media commitment towards society" (McQuail, 2006, p. 170).

2/4 -Communist Model:
In this model, which was founded by Lenin in the early twentieth century and based on the ideas of Marxism (Molana, 2009, p. 55), the media is under the supervision of institutions depending on worker class, especially the Communist Party, while the media is not allowed to enter class conflicts, and in addition, the most important duty of the media is to shape the communist culture of society and to mobilize the masses in the direction of the government's goals" (Shahamipour, 2002, p. 106).

2/5- Developing Media Model:

"This theory is a model for developing countries and its orientation type is in line with economic development and social change. Therefore, to achieve such goals, states and governments are obliged to give some freedoms to the media to help advance their programs in the form of their four systems; however, in this process, collective goals, not individual freedoms, are proposed" (Shahamipour, 2002, pp. 107-106).

2/6- Media Democratic Participation Model:
"From the point of view of this model, other theories are generally patriarchal, elitist and affiliated with the ruling system. This model criticizes the indifference of other models to the views of social minorities and their interests, and it places great emphasis on basic sections, groups and classes of society and considers more value for horizontal communications instead of vertical communications. Among the important goals of this model is to oppose the commercialization and monopolization of the media. It also opposes the centralization and bureaucratization of collective relationship institutions under the supervision of public sector. It can be said that this model believes in pluralism, simplicity and smallness, and locality of the media, its non-institutionalization and a sense of commitment between the elements of communication" (Shahamipour, 2002, p. 107).
Dr. Nasser Bahonar et al. in an article entitled "Investigating the Component of Teleology of the Normative Model of the New Islamic Media; An Analysis on the Effect of Mahdavi's View on Drawing the Desired Islamic Media Model" have added a new model to the models proposed by McQuail that is mentioned in the following.

2/7- Islamic Media Normative Model:
"The norms of this model have arisen from the divine religions throughout history, especially the teachings of the divine prophets, that has placed religion as its main norm. The beginning and origin of communication is the essence of the divine sanctuary, and resurrection is considered as the key axis in the final destination of communication and media. Evolution in material dimensions will no longer be the culmination degree of this process, because all-round transcendence is intended for human beings, and it will be in this model that teleology will find an important aspect in the form of Mahdavi's government. Thus, in this point of view, Islam as a religion and living program, takes a transformed shape" (Motahari, 2010, pp. 62-63).

3- Existing Theories about Identity and Cyberspace:
A) Social Theories with a Positive Approach (Sherry, Turkel and Ston Theory)
The main theme of postmodernists' view such as Turkel and Ston about the identity effects of presence in the cyberspace is formed around this axis that cyberspace is a liberating space that allows the user to get rid of the body and many other limitations and flourish its various aspects, that it was unable to express and show them before" (Kowsari, 2007).

B) Negative Social Theories (Katz, Dreyfus, Bauman, and Tamlinson Theory)
"This category of theories includes a combination of relatively pessimistic theories and approaches to the effects of presence in the cyberspace, especially in the identity dimensions. These theories are scattered and have been formed in criticizing the relatively optimistic theories and approaches of postmodernists. The first issue, which this group of theorists has dealt with and challenged is the issue of anonymity as a liberating possibility" (Khodayari et al., 2014, p. 177).

C) Moderating Social Theories (Miller, Thompson and Guffman Theory)
This theory is a combination of the two previous proposed theories that in some cases have a positive view towards the cyberspace and in some cases also have a negative view towards this space. Miller, Thompson and Guffman are among the proponents of this theory.

4- Theory of Use and Gratification:
This theory, also known as the "media audience relations" theory, emphasizes the audience rather than the message, and unlike the theory of the intense effects of media, considers the media consumer as the starting point rather than stating the media. This approach considers the audiences as active people who use the concept and content of the media, not people who are passive and influenced by the media, so the approach of use and gratification does not assume a direct relationship between media messages and effects, and believes that the audience based on a kind of criterion makes an informed and motivated choice among the communication channels and the contents that are offered to him/her (Litel John, 2005).

5. New Media Theory:
"New media is a distinct set of communication technologies with common features of being digital and wide access of citizens to it for personal use. The concept of new media on this basis has the following meanings: new textual experiences, new ways of representing the world and new relationships between subjects" (Mehdizadeh, 2010, p. 301). According to this theory, the most basic aspect of information and communication technology is "digitalization" through which all texts (symbolic meaning in all forms are encrypted and recorded) can be reduced into binary (dual) code. The most important consequence of digitalization for media institutions is the convergence between all existing media forms in terms of organization, distribution, reception and regulating" (Mehdizadeh, 2010, p. 302).
The internet is a prominent example of the new media and the crystallization of the above features. Internet, in addition to generating and distributing message, processes, exchanges, and stores information that is confirmed as a private institution but as a public communication, and merely has a professional activity, and bureaucratically it is not organized.

B) Conceptual Framework:
Policy Making Definition:
"Policy-making or compiling general policy is a topic that has been discussed mainly in the context of public management knowledge and in the literature of this topic. In a definition, policy or general policy has been known as specifying the musts and must nots in society and the organization; accordingly, policy-making means determining and realizing public requirements in society" (Jafari, 2011, p. 35).

Media Policy Making:
"Media policy-making encompasses general principles, norms, and strategies that govern the overall direction of the media in achieving the specific goals of a system. Media policy-making includes both the method and means of achieving the goal, and also strategy, so media policy-making is a mixture of past experiences, community interest and foresight" (R. Lee, 1977, p. 76).
Hemerijck (2005) considers the scientific framework of media policy making to realize the following goals:
1. The first goal is to provide a scientific image of how the impact of developments in the fields of technology, media perspective and legislation, economic and cultural issues is. Of course, not only these developments and their impact on the media policy-making process are separate from each other, but they are completely interconnected.
2- The second goal is to create a new look at the values that have shaped (and will shape) media policy making. To evaluate the impact of the trends mentioned above, special attention to values is essential. These are the values that will provide the public interest in the new media perspective. Traditional reasons (such as legitimacy) will have less validity in policy making interventions in future.
3. Another goal is to develop sustainable media policy making (and independent of technological changes) that makes it possible to identify and fulfill the public interests that must be maintained through media policy making.
4. Media policy making must move with time. In fact, how the new media perspective works directly affects culture, economy, and society.

Media policy making cannot, and should not determine the overall communication perspective (types of media and non-media communications) in a society, but inevitably has a significant impact on how it evolves. Therefore, media policy making has a direct impact on quality and lifestyle and helps to answer this question: What kind of society do we want to experience? (Hemerijck, 2005, p.19).

Factors Affecting Media Policy Making:
1. The nature of media: audience-oriented, market-oriented, and power-oriented,
2. Media ownership: public or private,
3. Type of media: visual, audio, and written
4. Media perspective: Media is a kind of means of communication between its owners and the audience; therefore, media is usually considered not as a goal but as a means.
5. Media breadth: National, local, international and regional breadths are effective in policy making.
6- Principles and norms: The musts and must nots that should be observed in a media.
7. Media environment: The presence of media in a social context forms a large part of media policy making.
8- Target audience: Having a general, specific audience is effective in media policy making.
9. Audience access: The multiplicity of media formats and the type of audience access are now influential in policy makings.

- Media Policy Making in the New Approach:
"The field of policy-making due to major changes over the years that is being rapidly formed has witnessed major changes in these years. New communication technologies have impacts on media such as: digitalization, being interactive, personalization, being instantaneous and being direct" (Hemerijck, 2005, p.67)
Policy-making in new media organizations, like policy-making in other areas, is directed from the public interests as well as environmental changes. With the increasing importance of information and communication in trans-industrial societies that have become information societies today, as it was said a new approach to media policy making is emerging and appearing. Today, policymakers emphasize the comprehensiveness as well as looking at the future of media policy making. "Since any kind of media policy making must be compiled in accordance with its functions, the new approach of media policy making considers six functions as its strategic starting point: 1- News 2- Dialogue and survey, 3- Expertise information, 4- Culture and education, 5- Entertainment and fun, 6- Commercial advertising" (Hemerijck, 2005, p.49).
The three main issues in which the media in the new policy making approach are involved will be as follows:
"*The media market tends to focus, because in this market, according to the various tastes of the audience, large companies are needed to be able to produce various programs according to various tastes and accept the risk of this market. Media policy making in the future should consider these large corporations as major players in this field.
*Media products are considered public goods and the consumption of one person does not limit the consumption of another. Therefore, policy makings and legislations in the field of copyright should be applied more strictly and we should move in the direction that these goods are converted to private goods.
* Media distribution systems as information broadcasting networks should have more creativity, because information distribution is considered as a very important issue for the economy today. Policy-making in this area will also face issues such as the expansion and divergence of broadcasting systems" (Garnham, 2006, p.24).

Challenges and Obstacles to Media Policy Making in the New Approach:
In media policy-making, due to its variable and complex environment, not all variables affecting the policy-making process can be surrounded and only a partial recognition of them can be obtained. Researchers believe that the scope of media policy-making by the government is decreasing day by day, that its main reason is the decrease of scientific legitimacy of these policy making programs.
Napoli (2006) knows a change in media policy making as a soft but visible change that no longer requires evident struggle of power like military warfare, but political activities can determine its course. As he explains, policy making actors under the influence of various political tendencies are in a situation of soft conflict and struggle to solve problems and choose policies. Also, technological changes (digitalization and convergence in the media) in the field of media are among the main challenges for the media policy making" (Napoli, 2006).

-Technology and Policy Making:
Technology can be investigated as another important factor that influences media policy making. Technology in the field of communication infrastructures is considered as an external factor and in terms of equipment and software is considered as an internal organizational factor in policy making. Today, these two areas interacting with each other have allocated an important part of the way of policy-making in media organizations.

-New Communication Technologies:
"New communication technologies are transforming the nature of the human environment by providing a wide range of information and communication to people. New communication technologies are described as a factor for transforming a dispersed global society into a large family free of political and ideological differences. Clark calls these technologies weapon of peace. Karl Deutsch cites new communication technologies as a factor with greater suppressive power to replace local police and military activity to maintain order" (Verdinejad et al., 2015, p. 135).
In developing countries, the social technologies strategy is based on the acceptance of technology in rural communities and its dissemination among all groups of society. Accordingly, social technology theory examines the following points:
1. How new communication technologies affect individual lifestyles in terms of quality of life, family relationships and activities, social relationships, the role of gender classification, awareness growth, leisure times exploitation, life values and information acquisition.
2. How new communication technologies affect the social system by increasing or decreasing the information gap and changing the activities of small communities.
3. How and under what conditions does the new communication technology provide interference, access or participation at various levels of communication between users and managers with the content of the communication? Obviously, the way of control, access through users and also participation in production today has involved new media with the phenomenon of interaction, and this action has transformed the traditional concept of sender and receiver to the extent that the tendency towards more audience participation in the production of the content of the message is considered as a tool for social transformation; this transformation from the viewpoint of some researchers is so deep that it has become the basis for the formation of a new era, which they have named it the era of information, knowledge and awareness" (Verdinejad et al., 2015, p. 135).

- Social Media:
"Chris Shipley is the first person who has used the term social media. He believes that social media guides future events for conversation" (Oftadeh, 2010, p. 1).
In summary, it can be said that social media is a media designed for interaction and dissemination of content in the internet environment through social interaction, and has a very high accessibility in which scalable dissemination techniques has been used. Exchange of idea associations, message boards, podcasts, blogs and wikis are among the types of social media. Social media uses web-based technology to

convert and disseminate media monologues into multilateral conversations.

Some other features of these media are:

"**1. Proximity and tactility,**
2. Easy access,
3. Usability for all,
4. Being online,
5- Variability"(Zolghadr et al., 2012).

- Views Proposed about Cyberspace:
1. Hubert Dreyfus and Hyperlink:
Hubert Dreyfus has discussed the destructive possibility of the internet and has criticized the logic of internet communication, which is based on hyperlink. He believes that hyperlink, which does not have the human ability to automatically divide, cannot properly categorize data and provide the information required by human being.

2. Zygmunt Baumann and Liquid Love:

Zygmunt Baumann also emphasizes the negative aspects of love and liquid relationships and believes that liquid internet and network relationships cannot replace real relationships. Baumann believes that liquid modernity creates liquid and moving human beings who cannot wait next to telephone sockets; such people will need cell phones. New communication technologies are eliminating spatial differences and a revolution is created in communications.

3. Sherry Turkel and Collective Loneliness in Today's World:
Turkel in his new book "Collective Loneliness" explains about the impact of online social networks and internet writing culture on how to communicate with the community, parents and friends. Turkel states "People who spend a lot of their time for online relationship are located in a much more lonely and isolated situation than their non-virtual lives, leading to emotional relationship breakdown, mental fatigue and anxiety".

"He writes about how social networks have been able to bring about the greatest change in society through technology. The most exciting created change is our ability to be anywhere at any time, the action which is very much difficult in personal interactions" (Ghorbani, 2015, p. 32).

4. Howard Rheingold and the Virtual Community:
Howard Rheingold, one of the theorists of virtual communities believes that the general public will do in cyberspace what they have done with other communication technologies, that is, they will amaze communication professionals. He considers virtual community as a technological version of the real community, and believes that people in the virtual world do the same things they do in the real world" (Ghorbani, 2015, p. 33).

Strategy Definition:
The word strategy was first used by Chandler. In defining strategy, he believes that "Strategy means determining long-term goals of an organization and selecting a set of measures and allocating the necessary resources to achieve these goals" (Verdinejad et al., 2015, p. 150).

Chaffee's Classification of Strategy:
1- Linear Strategy Model:
"Linear strategy emphasizes planning. Based on this model, the strategy has been consisted of related decisions, actions and programs that regulate the organization's vital goals and ensure their achievement. In this model, the managers of the organization plan for the way of dealing with competitors in order to achieve organizational goals "(Verdinejad et al., 2015, p. 151).

2. Adaptive Strategy Model:

"The organization is always expected to assess internal and external conditions. Evaluation causes the organization to adjust itself or the environment associated with it, and thus a satisfactory balance is created between opportunities and environmental risks on the one hand, and organizational capabilities and resources on the other hand" (Ibid., P. 151).

3. Interpretive Strategy Model:
"Strategy in this model may be defined as directing the reference frameworks that make the organization and its environment meaningful and understandable to stakeholder individuals and organizations. Accordingly, stakeholder individuals and organizations are pursued in a way that is expected to bring about desirable results for the organization, and act accordingly "(Ibid., P. 151).

Levels of Strategy in Media Organizations:
1- The First Level, Organizational Strategy:
Organizational strategy relies on factors affecting organizational strategies such as structure, environment and technology used in the media organization, which have been discussed in management science, but in the media, factors such as the type of visual, audio, written media, media ownership, scope of activity, media political economy, media brand, media monopoly or non-monopoly are seriously influential in adopting strategy in media organizations.

2. The Second Level, Media Strategy:
The strategy in the field of media was formed with the commercial advertising industry, but with the development of business processes in media firms and the expansion of markets worldwide, many studies and analyses have been performed to understand why some media firms surpass others in their activities. In other words, in the second level, in order to adopt a media strategy, the issue is considered in the field of distinctions strategy, not in comparison with non-media organizations, but among similar media organizations.

RESEARCH METHOD

In this research, two documentary (library) method and SWOT analytical matrix method have been used to achieve the objectives of the research.

Documentary research method has been considered both as a complete and also technical method for strengthening other qualitative methods in the researches of social sciences. In this method, the researcher collects his research data about actors, social events and phenomena from sources and documents. A significant part of theoretical researches in sociology, willingly or unwillingly, uses the documentary method; such a method can provide the necessary techniques to examine the research history" (Stewart, 1984, p.11 & Ahmed, 2010, p.8).

SWOT analysis is an efficient tool for identifying the environmental conditions and internal capabilities of the organization to examine the internal strengths and weaknesses of system and to identify and analyze opportunities and threats in the external environment of that system and is employed in order to assess the status and to compile strategy for directing and controlling the system.

In this research, using the SWOT analytical matrix method to collect desired data and information, deep interview technique has been used and in it, 15 experts in the field of media and policy making have been selected through snowball sampling. In this way that after selecting one of the experts in the field of media and policy-making, he has been asked to introduce another person who is an expert and has expertise in this field. To determine the number of interview samples, theoretical saturation has also been used.

Interviews with each one of the knowledgeable and elite individuals was performed as semi-structured conversations and to obtain information related to the experiences and attitudes of these people about the factors affecting the external and internal environments and

the strengths and weaknesses of media policy making in Iran, it was performed focusing on the Supreme Council of Cyberspace, so that through these interviews, the current conditions of the council, its desired status, were specified and the conditions for answering research questions and recognizing the desired factors to compile optimal strategies have been provided.

RESEARCH FINDINGS

Gender of the interviewees: 80% of the interviewees are male and 20% are female.
Age of interviewees: Most of the interviewees (70% of the respondents) are between 35 and 45 years old.
Level of education of the interviewees: 45% of the interviewees have a Ph.D. educational degree and 55% are Ph.D. students.
Educational field of interviewees: All interviewees are from the field of social communication sciences.

Analysis of Strengths, Weaknesses, Opportunities and Threats of Media Policy Making in Iran with Regard to the Emergence of New Communication Technologies:

Analysis and Evaluation of Internal Factors:
In completing the table of internal factors analysis, in the second column, according to the importance ratio of each component and comparing these components with each other, the importance coefficient between zero and one is assigned to that component. The value of this coefficient must be such that the sum of the coefficients of the components is one. In the third column, depending on whether the strengths are excellent or normal, the rank 3 or 4 have respectively been allocated, and considering that the weaknesses are serious or normal, the rank 1 or 2 have respectively been allocated. If the total score of the matrix is more than 2.5, the internal strengths of the organization are more than its weaknesses. If the total score of the matrix is less than 2.5, the internal weaknesses of the organization are more than its strengths. The results have been presented in the table below.

Table 1: Analysis and Evaluation of Internal Factors

Option	The Most Important Strengths	Coefficient	Rank	Final Coefficient (Weight Score)
S 1	Possessing the highest policy-making, decision-making, monitoring and implementing power in the field of cyberspace in the country	0.085	3.12	0.265
S 2	Maximum use of the capacities of the three forces of the system in policy makings	0.10	3	0.30
S 3	Paying attention to indigenous, national and religious values and norms in policy makings	0.057	3.37	0.192
S 4	Organic communication with domestic and foreign scientific, academic and research centers and exploiting the perspective of elites	0.028	3.62	0.101
S 5	High experience and expertise of members of the Supreme Council of Cyberspace	0.014	3.87	0.054
S 6	Strengthening domestic messengers by policy making to grow and develop the national information network as the country's communication infrastructure	0.042	3.50	0.147
S 7	Paying attention to the interests and needs of the audience in policy makings	0.057	3.25	0.185
S 8	Having a balanced and development-oriented view in policy makings	0.028	3.62	0.101
Option	The Most Important Weaknesses	Coefficient	Rank	Final Coefficient (Weight Score)
W 1	Lack of sensitivity, up-to-date knowledge and the dominance of some members of this council about the field of cyberspace and the upcoming developments	0.025	1.88	0.047
W 2	Lack of consensus among the policy makers of this council on how to deal with cyberspace and determining the optimal model for the country	0.075	1.55	0.116
W 3	Not being ahead and making late decisions on current issues	0.075	1.11	0.083
W 4	Contradiction and opposition of some of the policy makings of this council with the realities of society and the needs of the audience	0.087	1.33	0.115
W 5	The dominance of the security and political look over the scientific, cultural and social look in policy makings	0.10	1.11	0.111
W 6	Selective use of scientific, cultural and media elites	0.012	1.88	0.022
W 7	The small budget and credit of this council compared to other institutions	0.025	1.88	0.047
W 8	Procrastination in creating a national information network and little success in exploiting strong domestic and native messenger virtual networks	0.062	1.22	0.075
W 9	Ignoring the economic, employment and income dimensions due to technological developments in policy makings	0.037	1.55	0.057
Total		1		2.01

As Table 1 shows the maximum use of the capacities of the three forces of the system in policy-makings, having the highest policy-making, decision-making, monitoring and implementing power in the field of cyberspace in the country, paying attention to indigenous, national and religious values and norms in policy-makings and paying attention to the interests and needs of the audience in policy-makings with the weight scores of 0.30, 0.265, 0.192 and 0.185 are respectively considered as the most important strengths, and the lack of consensus among policy makers of this council on how to deal with cyberspace and determining the optimal model for the country, the confrontation and opposition of some of the policy makings of this council with the realities of society and the needs of the audiences and the dominance of security and political look over the scientific, cultural and social look

in policy makings with the weight score of 0.116, 0.115 and 0.111 are respectively considered as the most important weaknesses of media policy making in Iran with regard to the emergence of new communication technologies centered on the Supreme Council of Cyberspace.

Analysis and Evaluation of External Factors
In completing the table of external factors analysis, column 2, like the matrix of internal factors, is also obtained. In the third column, regarding that the opportunities are excellent or normal, the rank is 3 or 4, respectively, and considering that the threats are serious or normal, the rank 1 or 2 has respectively been allocated. If the total score of the matrix is more than 2.5, the environmental opportunities

of the organization will be more than threats. If the total score of the matrix is less than 2.5, the environmental threats of the organization

are more than its opportunities. The results have been presented in the table below.

Table 2: Analysis and Evaluation of External Factors

Option	The Most Important Opportunities	Coefficient	Rank	Final Coefficient (Weight Score)
O 1	High capacity of knowledge-based companies and the private sector of the country to develop virtual businesses	0.028	3.25	0.091
O 2	Positive view of senior officials of the system towards the field of cyberspace	0.042	3.37	0.141
O 3	Active and effective presence in global networks in order to promote the discourse of the revolution and to weaken the north-south current	0.057	3.5	0.199
O 4	Related fields of study, academic expertise forces and related domestic and foreign researches	0.028	3.25	0.091
O 5	Promoting the media literacy of the audiences, strengthen their trust in the system and training them for critical situations	0.10	3.87	0.387
O 6	Production of contents in accordance with Iranian-Islamic values, culture and lifestyle	0.085	3.75	0.318
O 7	A ground for more interaction, convergence and synergy among the forces of the revolution	0.00	3	0.00
O 8	Monitoring the country's cyberspace by strengthening communication infrastructures and creating a national information network	0.071	3.62	0.257
Option	The Most Important Threats	Coefficient	Rank	Final Coefficient (Weight Score)
T 1	Interference of party, political, security and informal tastes in policy makings	0.1	1.85	0.185
T 2	Hardware shortages due to sanctions	0.016	1.28	0.020
T 3	Filtering and blocking access to virtual social networks	0.05	1.42	0.071
T 4	Domestic audiences welcoming foreign virtual networks (Telegram, WhatsApp, Instagram, Twitter, Facebook, and so on)	0.066	1.57	0.103
T 5	Existence of strong decision-making competitors abroad	0.033	1.42	0.047
T 6	Focus of domestically produced content on the context of foreign media channels	0.083	1.71	0.142
T 7	Increased tendency towards foreign culture due to the lack of attention to national culture	0.033	1.28	0.042
Total		1		2.09

As Table (2) shows, promoting the media literacy of audiences, strengthening their trust in the system and training them for critical situations, producing content consistent with Iranian-Islamic values, culture and lifestyle, monitoring the country's cyberspace by strengthening communication infrastructures and creating a national information network and active and effective presence in global networks in order to promote the discourse of the revolution and to weaken the north-south current with the weight score of 0.387, 0.318, 0.257, and 0.199, are respectively considered as the most important opportunities, and the interference of party, political, security and informal tastes in policy-makings, focus of domestically produced content on the context of foreign media channels and the domestic audience's welcoming foreign virtual networks (Telegram, WhatsApp, Instagram, Twitter, Facebook and so on) with the weight score of 0.185, 0.142 and 0.103 are respectively considered as the most important media policy making threats in Iran with regard to the emergence of new communication technologies centered on the Supreme Council of Cyberspace.

Choosing the Proper Strategy:
By looking at the above tables and based on the results of the interview and extracting the information, the score obtained from the internal factors evaluation matrix is equal to 2.01; this number indicates that this council has weakness in terms of internal factors (2.01<2.5). Also, by examining the external factors evaluation matrix and the score obtained 2.09, we conclude that the forthcoming threats will overcome the opportunities of the region (2.09< 2.5). Therefore, according to the principles of strategic management, the strategic position of the region under study is determined in the second area of the diagram, according to which defensive strategies (WT) will be selected, and in the quantitative strategic planning matrix, the strategies of this area will

be located by combining the strategies of its two possible areas (WO, ST).

Table 3: Matrix of Strategies and Executive Priorities SWOT

4	Conservative Situation (WO)	Aggressive Situation (S O)
O		
2.5	----------------------* ---	
	Defensive | Situation	Competitive Situation (ST)
T	W) |	
	(T	
	|	
	|	
1	W	4 S
	2.5	

Determining Strategies
In the framework of compiling strategy, the evaluation stage includes tools that rely on information obtained from the external and internal environment evaluation stage and a summary of strategic factor analysis. In this step, internal strengths and external opportunities, internal weaknesses and external opportunities, internal strengths, external threats, internal weaknesses and external threats were compared with each other and appropriate strategies were selected.

Table 4: Strategies

		Outside	Outside
		O	T
Inside	S	SO (Maximum) Aggressive Strategy (Maximum-Maximum Strategy): 1- Promoting the media literacy of the audiences, strengthening their trust in the system and training them for critical situations by making maximum use of the capacities of the three forces of the system in the policy makings of this council. 2- Production of contents in accordance with the Iranian-Islamic values, culture and lifestyle by using the high power of this council in policy-making, decision-making, monitoring and implementing in the field of cyberspace. 3- Monitoring the country's cyberspace by strengthening communication infrastructures and creating a national information network through maximum use of the capacities of the three forces of the system and the high power of this council in policy-making, decision-making, monitoring and implementing in the field of cyberspace. 4- Active and effective presence in global networks in order to promote the discourse of the revolution and to weaken the north-south current, considering the high position of this council in the field of policy making, decision-making, monitoring and implementing in the field of cyberspace of the country.	S T Diversification Strategy (Maximum-Minimum Strategy): 1- Maximum use of the capacities of the three forces of the system in order to decentralize from locating domestically produced content on foreign media context by creating a national information network. 2. Using the capacity of the highest policy-making, decision-making, monitoring and implementing power of this council to create efficient and trusted internal virtual networks and persuading domestic audiences to use these networks. 3- Paying attention to indigenous, national and religious values and norms in the policy makings of this council in order to convince the audiences and to avoid party and security views interference. 4. Paying attention to the interests and needs of the audiences in policy makings, not party, political and security interests.
Inside	W	WO Review Strategy: (Minimum - Maximum Strategy): 1- Policy-making in order to promote the media literacy of the audiences, strengthen their trust in the system and training them for critical situations with a scientific and not a political approach. 2- Policy-making in order to produce contents in accordance with the Iranian-Islamic values, culture and lifestyle, taking into account the realities and needs of society. 3- Monitoring the cyberspace of the country by strengthening the communication infrastructures and creating a national network through consensus on how to deal with cyberspace by determining the desired model. 4- Active and effective presence in world networks in order to promote the discourse of the revolution and to weaken the north-south current by adopting a scientific and not advertising approach.	W T (Minimum) Defensive Strategy: (Minimum-Minimum Strategy): 1- Reaching a consensus on how to deal with cyberspace and determining the optimal model for the country by avoiding any kind of interference of party, political and security interests. 2- Paying attention to the realities of society and the needs of the audiences in policy makings in order to persuade them to use internal virtual networks. 3- Adopting a scientific and media approach in the policy makings of this council in order to attract domestic audiences with the aim of reducing their interest in foreign virtual networks. 4- Having sensitivity towards the focus of domestically produced content on foreign media context and thinking of ways to remove this dependence by accelerating the creation of an efficient national information network.

DISCUSSION AND CONCLUSION

Communication (media) policies and development strategies as essential tools for solving the great problems of our time must first of all provide this possibility that the means of "information" are converted to the means of "communication". Because, communication requires access, participation and the exchange of messages, and therefore the various means of communication must obtain their position in the process of democratization of communication. It is at this level that the democratization links between communication democratization and development democratization clearly show themselves.

On the other hand, with the emergence of new communication technologies, not only interaction, polyphony, diversity, accessibility and election right have been brought to the dominant media discourse, but also provided the opportunity for mass media to access diverse, wide and easily accessible resources on a global scale. On this basis, they have marginalized the monologue discourse and authoritarian of the mass media and have made the traditional journalism space more democratic. Therefore, the competition that has arisen can both eliminate opportunity and also be transformative. Even governmental radio and television over the past decade have moved close to the performance method of private media in order to be able to survive in global competition arena, and thus to the same extent they have come close to measuring audience.

Findings obtained from the present research also show that in the analysis and evaluation of internal factors, the maximum use of the capacities of the three forces of the system in policy-making, having the highest policy-making, decision-making, monitoring and implementing power in the cyberspace field of the country, paying attention to indigenous, national and religious values and norms in policy-making, and paying attention to the interests and needs of the audience in policy-makings with the weight scores of 0.30, 0.265, 0.192 and 0.185 are respectively considered as the most important strengths, and the lack of consensus among the policy makers of this council about how to deal with cyberspace, and determining the optimal model for the country, the confrontation and opposition of some of the policy makings of this council with the realities of society and the needs of the audiences, and the overcoming security and political view on scientific, cultural and social view in policy makings with the weight score of 0.116, 0.115 and 0.111 are respectively considered as the most important weaknesses of media policy making in Iran with regard to the emergence of new communication technologies centered on the Supreme Council of Cyberspace.

Also, promoting media literacy of audiences, strengthening their trust in the system and training them for critical situations, producing

contents in accordance with Iranian-Islamic values, culture and lifestyle, monitoring the country's cyberspace by strengthening communication infrastructures and creating a national information network and active and effective presence in world networks in order to promote the discourse of the revolution and to weaken the north-south current with the weight score of 0.387, 0.318, 0.257, and 0.199 are respectively considered as the most important opportunities, and interference of party, political and security and informal tastes in policy-makings, focusing on domestically produced content on the context of foreign media channels, and the domestic audience's welcoming foreign virtual networks (Telegram, WhatsApp, Instagram, Twitter, Facebook, and so on) with the weight score of 0.185, 0.142 and 0.103 are respectively considered as the most important media policy threats in Iran with regard to the emergence of new communication technologies centered on the Supreme Council of Cyberspace.

Based on the results of the interview and the extraction of information, the score obtained from the internal factors evaluation matrix is equal to 2.01; this number indicates that this council has weakness in terms of internal factors. In other words, the weaknesses of this council are more than its strengths. Also, by examining the external factors evaluation matrix and the score obtained 2.09, we conclude that the forthcoming threats will overcome the opportunities of the region. For this reason, reaching a consensus about how to deal with cyberspace (new communication technologies) and determining the optimal model for the country by avoiding any interference of party, political and security interests, paying attention to the realities of society and the needs of the audiences in policy makings in order to persuade them to use domestic virtual networks and to adopt a scientific and media approach in the policy makings of this council in order to attract domestic audiences with the aim of reducing their interest in foreign virtual networks are the most important strategies in front of the policy makers of this council to get out of defensive state.

The obtained results indicate that the first hypothesis of this research indicating that the strengths of media policy making in Iran with regard to the emergence of new technologies has been considered more, was not confirmed.

The second hypothesis of this research that media policy making in Iran has more weaknesses with regard to the emergence of new communication technologies was confirmed. The third hypothesis of the research indicating that media policy making opportunities in Iran with regard to the emergence of new communication technologies has been considered less, was confirmed; and the fourth hypothesis of the research, that the threats of media policy making in Iran with regard to the emergence of new communication technologies has been considered less, was confirmed.

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