

Pathology of commercial advertising management in Iran

Zeinab Sadat Mirhadi¹, Ali Akbar Farhangi²

¹ MA student of Media Management, Alborz campus university of Tehran, Tehran, Iran

² Professor of Tehran University, Head of Department of Media Management, Islamic Azad University, Science and Research Branch, Tehran, Iran

zeynab.mirhadi@gmail.com

Abstract: Advertising is one of the most important tools of communication in business. Today companies are faced with budget and time constraints in competitive environment, and if the huge cost of advertising does not spend in good time and proper condition certainly cause the loss of key resources, and finally the bankruptcy of advertising agencies and media organization. Pathology and review of the main problems in the planning process and managing advertising can stop wasting time and money and cause the attention to the impact of the message on an audience, and also increase effectiveness. Therefore, in this study the pathology of commercial management in Iran is discussed. The method chosen for this study is grounded theory or basis theory. In this method researcher has no hypothesis at the beginning so the study begins with a question: "what is the main issue of Iran's commercial advertising? And how can be resolve? Then discuss the definition of key terms and show the theoretical literature related to this area After interviewing 15 examples that theoretically are chosen between experts in the field of ads such as university professors, managers of large advertising companies, and public relations managers and after extracting 1251 code, that 300 of them are original and the remaining are repeated the study reach to the theoretical saturation and according to these findings, they represent the advertising management process model. At the end, the conclusion is made and after stating the constraints, recommendations are expressed in general and for future researchers expressed specifically. Hope this can cause the development of organizations, improve of advertising quality, increase the effectiveness and increase cultural level of advertising.

[Zeinab Sadat Mirhadi, Ali Akbar Farhangi. **Pathology of commercial advertising management in Iran.** *N Y Sci J* 2014;7(9):85-95]. (ISSN: 1554-0200). <http://www.sciencepub.net/newyork>. 15

Keywords: Advertising, advertising Management, commercial advertising management

1. Introduction

One of the most important communication tools in business is advertising. The success or failure of many companies and organizations depend on their promotional activities. Therefore, because of the importance and the role of this issue, yearly we can see an increase in the advertising budget of companies and organizations. But addressing advertising has become a habit for many organizations. As always, regardless of the results of the last year advertisement, they pay more budgets for their next year advertisement. The decision regarding the choice of media and the message has generally been adopted without adequate investigation.

It is obvious that under such conditions the consumer without confidence of the effectiveness of their advertisements, cost a lot for them. On the other hand, consultants and advertising agencies are held less officials accountable for their performance because at the binging has been not identified for the consumer that what was the target of their ad spending. Usually the smallest changes, for example in companies sales or people's view in a joinery name is enough to ensure the consumers about the effectiveness of its advertising. Unfortunately, for various reasons, including the attitude of some

managers of enterprises, Very poor performance of lack of proficiency in advertising companies, lack of educational facilities and lack of special books and magazines, in many cases have been not achieved satisfactory results from advertisements. Studies have shown that the main problem seems to be in advertising management.

Advertising planning and media management today is more complex process, and in fact, over the past three decades has been subject to fundamental changes (Hoseingholi pour, 1388, p193). Professionals are increasingly seen media as a strategic issue. This is due to several factors, including the complexity of the media, the rise of communications strategy, media agencies planning, independent strategies and high volume of investments in the media.

The cost of advertising is still allocated the dominant sector of the budget of advertising to itself. In recent years, that our country has begun to move towards industry, advertising in turn has increasingly grown in different media; correct advertisement can naturally handle various aspects of growth and attract the attention of buyers and sellers. But lack of fundamental principles of advertising, primarily can seriously damage to the advertising industry, and

ultimately to market. Unfortunately, our advertising of goods and services, are very superficial, imitation from other classes, non-professional and mostly is done by senior management of the organization.

In our country joinery advertising offered by government agencies and private companies and induced to contacts by macro and microstructure spend, and various ideas of promotional messages. But the ad 's effectiveness, durability and the message convey in mind or the increase of profits by advertising do not transaction by the time and expense ratios. In preliminary studies of proposals preparation, we reached to this fundamental point that by considering the large budget that spend on advertising, people who work in the publishing industry as a professional activity, graphics, skilled designers and good campaign writers and so on are the main problem in the management of joinery advertising. In other words, from the beginning of the idea of proselytizing to the sound of the bell fund store, a person do not properly manage, conduct and evaluate the advertising process. So by the advertising management pathology after the examining the status quo and the performance of managers can identify management problems and present relevant actions to promote the development of enterprises, improve the quality of advertisement and increase the effectiveness and promotion of culture in the society.

Definitions:

Advertising management: Advertising management is a career path in the advertising industry.

Advertising & promotions managers may work for an agency, a PR firm, a media outlet, or may be hired directly by a company to develop branding for the company's product or service. Advertising management incorporates various specialized sub-functions like media strategy, message strategy, media planning, media buying etc. Advertising management is the process of overseeing campaigns that seek to inform and attract consumers regarding a particular good or service. (Batra, 1995)

Advertising: Advertising is the representation of systematic process of appropriate information about goods and services to encourage and persuade consumers buy goods and services (Motavali, 1993). And other definition of advertising is: "Advertising is the non-personal communication of information usually paid for and usually persuasive in nature about products, services or ideas by identified sponsors through the various media." (Taflinger, 1996).

The 5Ms of Advertising

In developing an advertising program, successful firms start by identifying the target market and buyer motives. Then they can make five critical decisions, known as the five Ms (Pandian, 2013). The development of advertising programs consists of five steps: setting objectives, establishing a budget, choosing and creating the message, selecting the media channels, and, finally, evaluating the results. These five steps are known as the "5Ms" of advertising: Mission, Money, Message, Media, and Measurement (Kotler and Keller 2008).

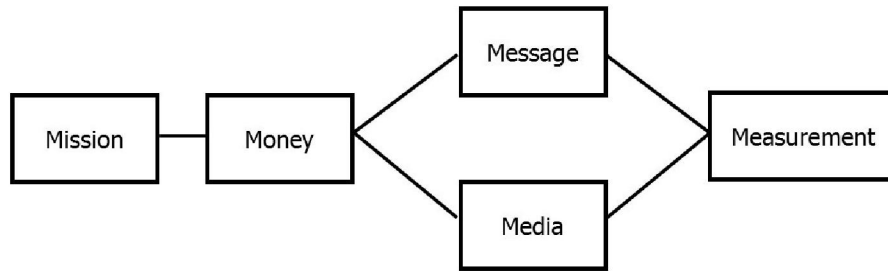


Figure (1): 5M Model (Mohammadian, 2007, p12)

Checklist for planning of each M of a advertising campaign (Michelis, 2011):

Mission

- What are the objectives?
- What is the key objective?
- What would be objective in future?

Money

- How much is it worth to reach my objectives?
- How much can be spent?

What methods of fixing money amount be used?

Message

- What message should be sent?
- In which language is to be sent?
- What points are to be focused in message copy?
- Is the message clear and easily understood?

Media

- What media vehicles are available?
- What is the coverage of available media?

- How much cost is involved in selected media?
- What is the effectiveness of selected media?
- What media vehicles should be used?
- What time, duration and frequency media is to be used?

- How should the result be measured?
- How much is the deviation between result and objectives of advertising?
- What should be following up action to check deviation?

Measurement

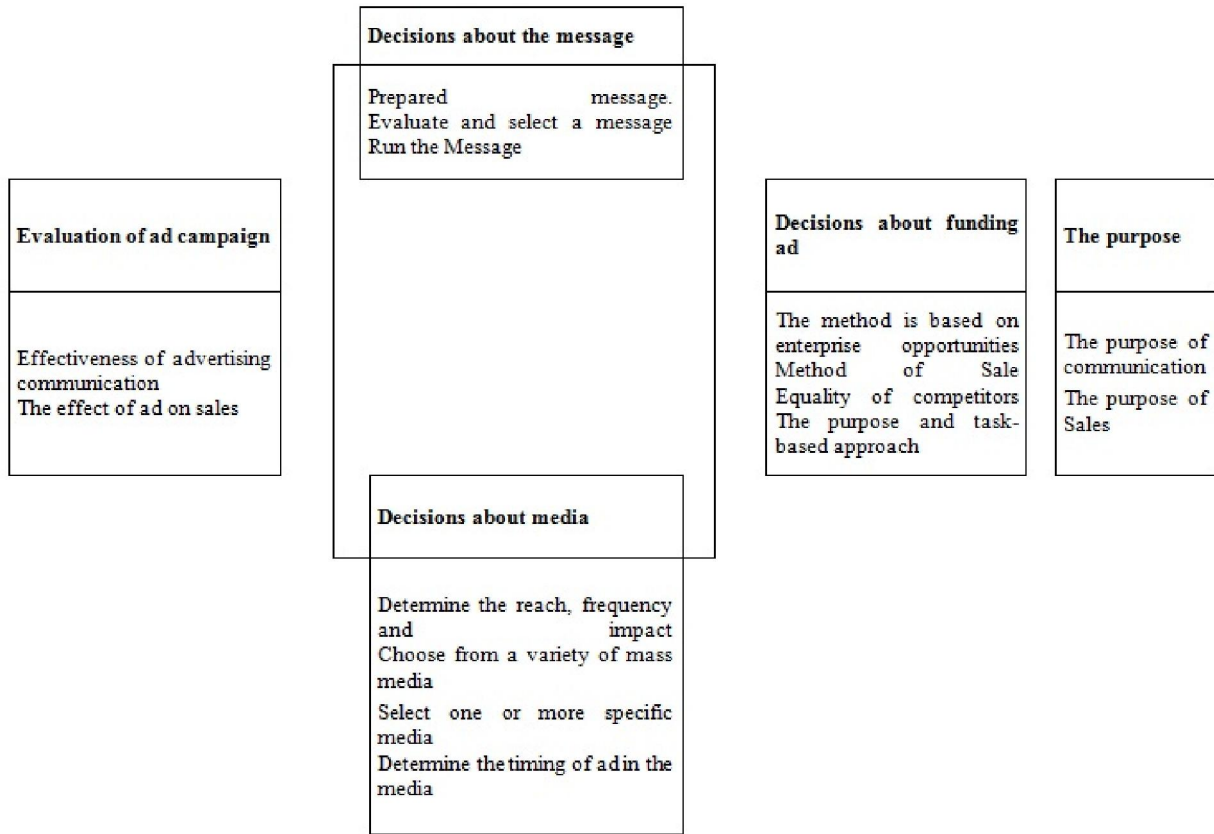


Figure (2): The main steps advertisements (Roosta and others, 2006, p334)

Mission:

The first step is preparing specific promotional advertising goals. Such decisions are often influenced by previous decisions about the target market, market position and marketing mix elements are. Policy position in the market and marketing mix elements that determine the total marketing program for its implementation will be advertising. For a lot of advertising and communication objectives can be determined. Advertising a particular communication task is a goal that must be established within a specific time and specific target audiences. (Cutler & Armstrong, 2000)

A special promotional program goals and objectives depend on the commodity that we're going to advertise it in directly.

Advertising objectives can be divided based on the order of the advertising purpose of advertising

is to inform, persuade and be reminded. (Rostami, 2012).

Advertising budget: impact all promotional activities, as far as can be told that in a massive scale advertising budget has a great impact on marketing and communications activities. Decisions about allocated money or budgets is a difficult decision, but an important business decision. It seems that management believes advertising leaves the greatest impact on the amount of budget which considered in the past. In our country many companies have little believe about advertising. In this years the reason of the increasing advertising in the media sometimes taken the form of disgusted disappointment due to pressure of environmental factors, and more choices for customers, the existence of many competitors, demand exceeds supply and other factors that made

even those managers who do not believe in advertising to promote activities.

Many marketing managers are not able to provide financial measures to demonstrate the impact of advertising on sales and profits because many advertising decisions are taken based on rules of thumb. Somehow people have recognized the importance of media advertising budget allocation (Kang, 2010).

Accurate estimate of the budget of advertise helps the cost of advertising to be consistent with its result. In providing the advertising budget, experiences and possible of goods owners are very important. The cargo owners are well aware of the market situation and its quality with all the peripheral issues (Roosta, 2010, p 351).

For every brand in every market there is a saturation point for advertising costs, that Prior to reaching this point, the increase in the advertising budget will be effective. When the market for a product or service reached saturation, however, that the advertising costs, it will not resulting in more sales that justify costs. Hence, the best budgeting advertising is reaching to the saturation point, and beyond that point, even spending a dollar more for advertising, will be in vain. Companies that follow this principle will optimize their overall profitability, because they only cost for advertising, which are able to compensate for the revenue.

Running a promotional program takes charge, thus, advertising is considered as one of the subheadings financial costs. In costs it has no different from others (Roosta, 2010, 354).

The cost of advertising is one of the items that considered at reduced costs in many companies, such as Procter Gamble and General Motors. However, reduce in advertising costs, have no guarantee for improvement (increase) of the company. With no advertising, companies may lose the opportunity to communicate with customers. To avoid such mistakes, companies need to have practical guidelines for effective decisions in advertising (Kang, 2010).

Most managers of Iranian companies to allocate advertising budgets do not follow any specific rule and for allocating a specific budget there is no reason. In our country when management set budget without mastering work ad, experts are asked to according to the allocated budget, design their ads. This way of dealing with advertisers, certainly as it should and might has no useful and effective result. It must then determine the purpose of advertising, rather than attempting to determine the advertising budget.

According to Lynch and Holi, determining advertising budget is judgment -based or data -based Judgment -based techniques includes these methods 1:

optional 2: the extent to afford 3: as a percentage of sales. On the other hand, data-based techniques include 1: parity with competitors, 2: the purpose and work 3: to examine and test 4: Modeling / Optimization (Berger, 2001).

Media: has always been at the center of the communication process and a means by which advertising messages determine for the target audience (Paach, 2005, p 21). Below is presented some definition of media:

_ Message representation channel: "Media" is a means by which the message is transferred from one environment to another environment and can be like radio, television, cinema, specialist publications, paintings and murals, gifts, physical presence dealer, trade fairs, catalogs and brochures (the Bolourian Tehrani, 1977, p 91).

_ Moein dictionary defines media as a means to convey information or messages (Bijani, 2009, p.16).

_ In the advertising business, any means or instruments that convey message and advertising slogan or message marketing, sales and market message that provided by the marketing research to target audience and make them to reaction, called Media (Roosta, 2010, p 290).

Mainstream media, including television, radio, newspapers, magazines, catalogs, direct mail, phone and new media are electronically. Each media has the advantages and disadvantages from the point of view of cost, reach, influence and affections. The most important distinction between different types of media, we can distinguish is between broadcast media and print media. To transform icons and images, broadcast media such as radio and television, seems more appropriate But in presentation detailed and precise information these two media are not suitable as much as print media.

Therefore it can be said that to create an atmosphere and mood in the audience and to create a positive impression, TV seems to be more effective. The print media is more appropriate to provide accurate and detail information. (Mahmoodian, 1379, p 208).

The media in general can be divided into two categories (Farby, 1386, p 73):

A) Advertising space in the mass media that are used to inform or entertain people.

B) The media that is special for advertising.

Advertising message: Allocate a large budget for advertising; do not guarantee the success of advertising programs. The results of the 2 promotional programs with similar budget could be completely different. Research has shown that in the success of advertising, creative advertising messages had more

important role than advertising budget. Advertising are important when they pay enough attention to the advertising promotion and able to communicate efficiently. This probably does not depend on the amount of funds allocated to advertising. Advertising budget should be investment in the way of effective advertising messages. In today's sloppy, messy and costly environment, goods advertising messages are particularly important. Today's advertisements should by attracting and holding the attention have better plan, more imaginative more amusing and bring more benefits for consumers. So take a creative and initiatives policy has increasingly important role in the success of the advertising. Providing a platform for emerging initiatives advertisers should take three steps, these three steps are:

A) Preparation of message: The innovators, to find an idea for the advertising message, takes different ways, many of them start the work by talking to consumers, traders, analysts and competitors. Some of them try to be in the place of consumers, and understand the benefits they are seeking when buying and using goods.

In general, advertisers have prepared many messages, but only one or a few of these messages are used.

B) Evaluation and selection of messages: Messages promoters should examine the prepared message. Provisions that are used in messages must have three characteristics:

First, the pretext would be significant. That uttered goods more benefits and more interesting for consumers. Second, vouchers must be prominent and index. This means that the document must state that from what aspect the companies goods is better than competitions goods

Finally, vouchers must be believable. Maybe providing the vouchers that is believable seem hard. Many consumers in general, treatment with most cynical to the honest of propaganda. A study has shown that the consumers directly consider advertising messages rather incredibly

c) Implementation of the Message:

The effect of message not only depends on, what to say, but also it depends on how it should be told. The second one is that the implementation of message promoters should implement the message in a way to stimulate the market interest.

Messaging providers, for implementing it should determine the style, tone, words and format. Each message can be implemented in different styles promoters must also select the tone to their ad, promoters should consider the words that attract the attention.

Finally, the advertising elements are important on the effect of advertising as the amount of expenditure. A slight change in the design of an advertisement can lead to big changes in its impact. The image is the first part that reader attend. Hence, the image must have a strength sufficient to attract attention. After imaging, is the title of advertise that make audience to read the ad and phrases. Advertise phrases, which constitute the main part of the ad text should be simple, and convincingly. Moreover, the three pillars of the picture, title and the wording of the ad must be perfectly synchronized with each other. Even after taking all these conditions, only 50 % of contacts with an ad featuring face, pay attention to it, approximately 30 % of the audience that had seen the ads just remain the main points, nearly 25 percent just remembered the name of the advertiser and only less than 10 % of the audience, read the huge part of advertise phrases. Unfortunately, the advertisement that has no eminence, the same results will not be available. (Bokhtay, 1385, p 46)

Advertising Effectiveness: The effectiveness means achieving to goals. Marketing communication should develop in specify the purpose of the unit. These objectives may include the following:

Create an image of a brand. Strengthen the brand in the minds of the people, defending the position of a brand against other brands or gain market share from other brands (Yeshin, 2006, p 299).

Effective advertising is - audience oriented. With regard to the type of audience and features, their behavior and criteria are presented. Marketing research more than any advertising requiring relevant information about the audience, competitors and environmental factors and use this information in presentation and alignment to increase the effectiveness of an ad (Roosta, 2007, pp 23 and 24).

For advertising effectiveness requires that, if possible, to use the four tactical thinking (model 4F).

_ Strong, original, academic and innovative of advertising idea

_ Mentality and simplicity of advertising message.

_ Flexibility of media and advertising message.

Development and expanded of advertising to serve all the benefits of the product (Roosta, 2007, p 39).

Also, in order to have an effective advertising should consider following principles:

A) The principle of simplicity: Advertise should be easily understood by the audience. Advertising is a communication process, we send the message, and the audience must understand it as we were concerned to make this happen. Advertising should be easy.

B) The principle of distinction: In advertising do not follow the collection. Different movement from the

competitor's advertisement must be done in advertising.

C) The principle of creativity: The creation of what is not exist before creativity refers to the power of new ideas and innovation means apply fresh and new ideas. To make a distinction must have creativity.

D) The principle of synergy: Advertising tools should follow the same line. Diversity should be in a way that the audience have the ability to relate the ads.

E) Penetrate to the deep feelings of the audience: Sometimes focus on the emotional dimension of people is more effective than their logical domination Advertisers must besides the internal logic, if it is necessary penetrate in the depth of the feelings of the audience (Mohammadian, 2006).

Materials and Methods

Definition of Grounded Theory:

Grounded theory is a kind of research that is not guarantees any type of data, research strategy, or theoretical interest. And only seek to develop concepts. In fact combining the data is a conceptual framework that made through sweep the data and analyzes. It means it achieve by the systematic collection of data. (Zokaei, 2005, P54)

Mansourian definition of grounded theory in 2007 as follows: Grounded theory in its simplest form is a theory building process documented through systematic data collection. Inductive analysis of the new data to answer the questions of those who lack the theoretical basis of qualitative research are sufficient in this case.

Sampling in grounded theory: In Many other research methods, survey sampling process is the first step. To determine, samples in this method were take place simultaneously with other dimension of investigation. In theoretical sampling, choosing samples (not only individuals but the next data needed) predict with the respect to the previous analysis of the data. Over time, the depth and concentration of the sample is added. Because in the initial stages, exploring new concepts and new categories and in later stages, up to the depth and richness of the concepts are consider. Sampling ends when you have reached theoretical saturation and theoretical saturation is end, when the additional data, do not helping to complete and determining a theoretical concept. Since then samples seems similar (Zokaei, 2002, P59).

Place of research: Since this is a field research, its place is natural place of advertising media organizations and examined samples of the research are composed of some selected advertising experts in the country.

Statistical population: The statistical population of this research is all experts and specialists of

advertising along with university professors in fields of marketing and advertising.

Statistical sample: Since the statistical population is wide and it is impossible to access to all of it, a researcher has to take a sample. To do this, first a list of major experts in the field has been prepared and then interviews were done until arriving at theoretical saturation. The limitation was related to the accessibility of the experts and the amount of time they could dedicate to the research.

In this research the number of interviewees is not predictable from the beginning. Sample volume is determined by collected data and its analysis. Sampling continues until data is saturated. Glierz and Straws suggest the theoretical saturation criterion. Theoretical saturation is a judgmental basis used about stopping sampling from related groups. In grounded theory, the exact number of research participants (sample volume) is determined which the process of research is being done. However, one should not think that sample volume is not important. Grounded theory studies are composed of 10 to 50 interviews or observations (Adib Haj Bagheri, 1385, p 31). In any case, theoretical saturation is the essential factor for ending the process of sampling.

After 15 interviews, this research reached theoretical saturation and data collection finished.

Results

In process of collecting data for the study, a total of 15 interviews have been done. Based on research questions and level of expertise of the samples in presenting required data about commercial advertising, a list has been prepared and samples were selected purposively. The criterion for finishing the process of collecting data was saturation. Saturation in grounded theory means that by collecting new data, new codes are not added to the gathered information. After 8th interview onwards, new codes in code table demonstrated very well that approaching to saturation is being done. Researcher approach in theoretical selection of samples was to cover all advertising domains (advertising companies, public relations, media owners, university professors, etc.). Overall, data of this research has been collected from 9 advertising companies, 7 university professors and 4 public relations. All of them are experts and celebrated in this domain.

After three level of axial, open and selective coding, we reached to 1251 codes of which 300 were original and others were repetitive.

Conclusion

According to the level of code repetition, theoretical consensus of the samples and obtained results from damages, we can answer primary and

secondary questions which were posed at the beginning of the research as follows:

The main question of this research is this: what is the main problem of commercial advertising in Iran and how it can be solved?

Through explanation and interpretation of the results obtained from codings, the main problem of commercial advertising in Iran was recognized as weakness in process of advertising management. The researcher tried to put categories of advertising management damages in interaction with each other so that the relations among them and, as a result, the relations among comprising elements of advertising management process are kept. To do this, different combinations have been tested in order to present the desired model appropriately. Finally, the researcher created a combination which is suitable for the subject of the study while keeps the dependency among elements of advertising management process.

The suggested model for advertising management process in Iran is as follows:

Elements of advertising management process

- 1) Stating the problem: beginning an advertising movement is always related to emergence of a new problem in a company. Thus, first step of this process is called stating the problem which composed of recognition and understanding of the main problem and ability to state and explain it by company, in a way that what has been observed by planning, design and running advertisement team is closed to what company spokesman states in relation to the problem.
- 2) Evaluation of current situation: after determining main problem of a company, every aspect of company must be evaluated. These aspects include sales, market share, brand position, audience view, etc. This stage contributes a lot to selection of measurable targets and their final evaluation.
- 3) Goals: In order to move genuinely in advertising management process, advertising goals must be determined according to the main problem of the company. These goals must be clear and measureable. The better we determine the goals, the better we can solve the main problem.
- 4) Studying audience: One of very important steps which have not received enough attention in Iran is studying audience. In this step we should determine that in order to reach advertising goals, which audience population we are going to affect and what are the characteristics of this audience from different points of view, including psychological, sociological, geographical, age, etc.
- 5) Message: attention is always paid to message as it is one of critical elements in connection process. In this model message should be designed, coded and managed according to its audience group in order to be effective.

6) Media: In this step, according to the characteristics of the audience and the desired message, we choose, plan and manage desired communication media.

7) Creativity: This important element plays a significant role in both choosing and managing the message and in choosing and running the media and also can be very effective.

8) Budgeting: To obtain effective result, we should budget according to the message and the selected media; we should calculate how much budget is needed to reach our goals.

9) Execution: In this model, execution means to transform ideas into actions in through the message and media. This can be designing an advertising poster, making a teaser ad, the expression style of radio announcer, etc.

10) Innovation in execution: Innovation in execution of advertisements is a factor that can play an important role in making advertisements attractive for audience.

11) Advertising techniques: In execution time, it is decided to use which advertising technique that has more effect on the audience.

12) Control and evaluation: In all steps of advertising management process we should remember that the aim of it is to solve the main problem. Thus, after executing advertising campaign we should always perform control and evaluation in order to see how much we contributed to the solution of the problem and how far we are from our goals.

13) Feedback: After evaluation of all aspects, we should compare results with original problem and examine to what degree we have chosen the right passage and if we have not yet solved the problem and gained our goals, we should find why this happened in order to solve it in the next review.

14) Disturbances: In every process, disturbances affect every part. These disturbances may be intra-organizational or extra-organizational.

Intra-organizational disturbances: disability to perform connections with other units, lack of expertise, wrong planning, wrong selection and decision making, lack of harmony among personnel, etc.

Extra-organizational disturbances: Presence of limitative laws, inflation, sanctions, lack of resources, cultural problems, political factors, social problems, lack of tools, etc.

Secondary questions of the study

Secondary questions of the study that answering to them led to answer the main question of the research were as follows:

1. What are the characteristics of good advertising?

Good advertising is a kind of advertising which can help customer reach his or her goals and

solve his or her problems and be as effective as it is necessary.

One can call advertising good when it is properly planned, organized, executed and evaluated.

A good advertisement is the one which is explicit, clear, attractive, memorable and effective; based on these descriptions of good advertising, unfortunately we do not have good advertising in Iran. The origin of imperfect works and unfinished efforts which we face in cities under the title of advertising is that inexperienced people are responsible for advertising management and planning. Lack of study resources and absence of advertising field in Iran foster this unawareness. If there were appropriate evaluations and competitions in this domain, then corporations would try to eliminate this problem. We should not ignore the point that audience do not pay enough attention to react against wrong advertisements and this phenomenon discourages advertising corporations in their effort to improve the process of making and presenting effective advertisements.

2. How is the process of advertising planning in Iran?

Based on the results obtained from codings and observed damage, we can state that no clear process is determined for advertising planning in Iran and every advertising company and corporation execute non-scientific advertising based on their own experiences. This problem is originated from the fact that specialists who can improve the situation and plan tasks are not employed in advertising corporations and inexperienced people are not inclined to gain information, study or perform researches in this domain.

To solve this problem, the model of advertising management process is presented by the researcher so that based on its stages one can approach exact advertising planning and appropriate execution step by step and in every stage, required actions for eliminating the imperfections are performed according to cyclic feedbacks.

3. What are advertising executive limitations in the country?

Advertising executive limitations can be divided into two parts: 1. Intra-organizational limitations 2. Extra-organizational limitations.

1) Intra-organizational limitations: these limitations are observed in both sides of customer and advertising agency.

I. Advertising agencies: To perform good advertising campaigns, advertising agencies need experts in advertising, marketing, graphics, etc. in order to perform planning, persuasion, guide and implement appropriately. Due to the lack of advertising field (as a university field) and lack of scientific resources in this domain, advertising agencies are faced with lack of experts and the ones

who work for them have not received required trainings and the task of every unit is not separately and professionally done. As a result, advertising agencies cannot develop scientifically and do not have required effectiveness and thus cannot enter global domain and support world-wide brands. These companies which usually focus on their own benefits, are also media owners and thus they present their own media to customers which leads to some dishonesty in issues related to advertising consultation.

One of important items in issue of execution is innovation; in this domain we faced some damages and limitations:

Innovation is scarcely observed in execution process of Iranian advertising companies and this is due to disability in creativity emergence and in executing it and providing budget for it. Sometimes innovative ideas are observed but required tools for their execution are not accessible. Companies are unaware of creativity emergence process and do not give empty space to their staff in order to create ideas and they copy from other creative advertisements which are done by some other people.

II. Client companies: customers who give advertising orders are inexperienced in this domain as are advertising corporations. They have not received required training for entering advertising market and due to lack of experience and lack of belief in true advertising, they cannot benefit from good advertising advisors. Client companies usually think of their information as being confidential and therefore they don't submit them to agencies and they don't trust agencies. Thus, advertising agencies have to do their job with imperfect information and this leads to some problems along with waste of time and money. One of damages is a company's sudden encounter with problems that shows required predictions and researches had not been performed in advance. This causes the situation in which advertising corporations do not have enough time and are in hurry to create and execute a campaign. Managers of client companies interfere in advertising process by applying their own tastes.

Advertising clients which do not have innovation unit in their own organizations, do not pay enough attention to this subject and thus they do not understand the necessity of investment in this domain.

2) Extra-organizational limitations: these limitations include advertising damages and problems originated from different systems governing the society.

I. Economical system: unfortunately, in Iran we are observing the augmentation of inflation and currency rate which leads to instability in economic condition. This instability leads to many disturbances in budgeting and advertising scheduling. Some other

damages of this aspect include lack of good economics, labor market being non-competitive, sanctions, advertising budget being low compared to prevention of losses which lack of advertising can cause to society, etc.

II. Political system: factors like war, sanction, censorship, cultural attitude towards advertising instead of commercial attitude, etc. can have a direct effect on executing advertising.

III. Educational system: absence of advertising field in the country, lack of scientific resources, lack of advertising knowledge and ignoring teachings about this field are most important damages which educational system has caused for effective advertising execution.

Lack of information banks as for figuring out audience needs, competitors, measuring effects of media, demography and audience psychology, etc. lead to inability in making right decisions and choosing appropriately.

III. Cultural and social system: Some external factors as regard to this aspect include lack of positive attitude towards advertising, lack of understanding the concept of winner-winner in contracts, lack of awareness about team work, not enough attention is being paid to research area, lack of evaluation, the presence of cost and payment attitude towards advertising instead of investment attitude, lack of active advertising association, lack of ranking for advertising companies, etc.

IV. Legal system: unfortunately, there are no clear cut and well determined advertising laws in Iran. Laws are passed suddenly and even auditors are not very well aware of them and as a result the presence of such laws, the ambiguities of red lines, lack of arbiters to judge in these situations, and lack of advertising support from Ministry of Culture cause many problems for advertising industry.

V. Audience: Some factors in this aspect which cause many problems include limited literacy of audience, lack of targeted use of advertising, becoming prize-centered, not changing behavior towards wrong advertising, lack of responsibility and lack of exact feedback from audience.

4. Who determines the goal of advertising and based on which factors?

The goal of advertising is determined by client company and advertising agency based on main problem of Client Company and their market research. In Iran there are numerous challenges and damages in goal determination issue. The main damage that we observed in this study is that Client Company does not know clearly what main problem is and why it needs advertising because it has not studied fully its situation, its competitors and its market and could not

have a honest attitude about itself and exactly examining itself. It is evident that with lack of awareness about current situation and desired situation, company's weaknesses and strengths, needs and characteristics and culture of audience, lack of knowledge of the market, lack of marketing goals and information one cannot perform exact marketing that can be used as a guide and be given to advertising company. On the other hand, advertising companies cannot derive these information from client and translate it to an understandable language for an advertising team and unfortunately they cannot recognize well their customers. As a result, their advice would cause clients to pay more in advertising instead of solving their problems and the result would such that client's trust would be destroyed.

5. How principles and techniques of budgeting can affect advertising policy?

Budgeting is a factor that can be very effective in process of advertising because even if all stages of advertising planning are done appropriately and the path is determined, without enough budget advertising execution would be meaningless. In this study it is found that in Iran budgeting is not based on scientific methods and it is not decided based on goals or the message we want to convey to audience and nor on media by which the message is going to be broadcasted; on the contrary, it is decided by arbitrary tastes and advertising corporation have to obey it. This way of behavior from the part of client which is based on personal tastes along with lack of budget causes imperfect performance in Advertising Corporation and in advertising execution process. As it is done unscientifically, expected results won't be achieved. Therefore, satisfaction represents itself in lack of trust from the part of client which leads to reduction in advertising budget for future orders or giving it to agency reluctantly. Sometimes it is observed that some clients dedicate more and more budget to advertising which is not based on satisfaction but just to show off financial power. Also, one should not ignore the story of bribing for budget approvals of several billion tomans in some companies.

6. How the process of arranging message of advertising is done?

If an advertising message is going to be effective and achieve its goal, it should be defined and managed based on characteristics and conditions of targeted audience. To do this, it is necessary, before making and conveying the message, to do a comprehensive research and while it is being presented, it should be under supervision to receive feedback and to see if the message is conveyed well to audience minds or not and if the recipient understood the message of the sender. Unfortunately, the important issue of message does not receive enough

attention in Iran and it is more important for client companies to have a luxury and expensive media than a message which is going to be conveyed through that media. Thus, we observe that there are numerous direct and imperative messages which instead of talking about advantages of a product or a service, they talk about its characteristics. These messages which are picked up at random or based on some orders and are not chosen scientifically or based on thinking and are presented with inappropriate words and tone, are not designed according to demographical and psychological approaches and sometimes they are presented at a time when instead of advertising, they play the role of anti-advertising which does not persuades audience and worse, it repels them by advertising; thus, client company cannot reach its final goal and solve its main problem. As a result of being effective, advertising process speeds down and this demonstrates that advertising corporations are not professional in creating message and unaware of message management process, a possible result of client's lack of attention to this issue and not allocating enough budget to find an effective message.

7. Based on what method and criteria an advertising media is chosen?

The aim of selecting advertising media is to find the best communication channel in order to convey a message to audience. Therefore, targeted society and its geographical characteristics should be known, along with its habits and desires. These are needed because we want to convey an explicit, clear and effective message to audience at the right time in order to carve it into their minds. The results of this study show that in Iran media logy and planning have not any place and advertising corporations choose their media based on their previous experiences and it is probable that this process of selection leads to some faults because there are no scientific reasons for accepting or rejecting a media. It is evident that client corporations who at first did not have any goal, cannot evaluate advertising corporations and cannot decide about accepting or rejecting a media; thus, in this situation of unawareness, advertising corporations and media owners suggest media only according to their own benefits and a client who pays more attention to the quantity of advertising rather than its quality, inevitably accepts this wrong belief that the more he or she pays for advertising and select more popular media, the more it would be effective. Sometimes it is observed that a client chooses a media, in despite of the advertising corporation suggestion, only because that media is available to him or her and his or her family of which the aim is only to show off. On the other hand and for clients who want to choose their own media appropriately, comprehensive information about targeted market is needed which does not exist

or media owners do not make them available and think of their information as being secret, whereas information about audience characteristics can help limited companies who are in search of their targeted audience and therefore they can attract satisfied and permanent customers in future. There are numerous constraints which a media is faced with in Iran, this includes the fact that TV channels belong only to the government, papers are limited and magazines' circulations are low. There is no media ranking in Iran and their pricing are based on location and quantities rather than audience and quality of the task. Since media are limited in number, advertising corporations are often faced with media traffic and cannot find their audience at the right time. Lack of similar and determined laws in different media and their policies being contradictory are among other reasons which lead to inefficiency of advertising.

8. How advertising results are evaluated?

Evaluation and measurement of results is a step which shows how much we have achieved our primary goal of advertising and if we could solve main problem of customer. Answering to this question in Iran is difficult and sometimes impossible because in some cases main problem was not determined clearly at the beginning and sometimes this goal could not be measured at all. Also, company did not research and measure the previous condition. Thus, how can one evaluate without any criterion? Not having any answer for this question is one of the reasons led to the fact that corporations are not inclined to do this. Another factor is that this part is overlooked by managers and therefore they are not inclined to allocate budget for that. Advertising corporations also are not obliged to pay for their evaluation because there is no significant competition in their domain. Thus they won't be aware of their weaknesses and won't improve them. From another point of view, we can claim that advertising corporations who are not expert in the advertising and solving the problem of the company, and also clients who have not submitted true information to advertising agencies both know that they won't reach desired results and because they don't want their operational weaknesses to be discovered, they refuse to do evaluation.

Suggestions

The results of this research was an effort to study advertising industry damages and present a suitable and comprehensive model for advertising management process in the country in a way that institutes and active people in advertising domain can make use of this model in order to identify important and effective factors and by understanding priorities and process, they perform advertising effectively.

The results of this study can have various suggestions for everybody who benefits from advertising domain. This suggestion can present significant guides especially in fields of marketing/public relations of Client Company, advertising corporations and systems governing society.

According to the researcher, re-engineering and reviewing the whole system of advertising in the country and in different levels must be done by advertising organizations in level of company owners in the hope that problems would be found and solved. In Iran, investments in three domains of learning-teaching, consultation and research are very important.

Based on mentioned topics, the suggestion of this study to advertising stakeholders is that they should work in the field by using existing models and theories scientifically and professionally in order to re-create trust in advertising. These people should strengthen associations in order to rank companies and decide about their expertise. Public relations should pay attention to the fact that it is not important just to pay for advertising but it is quality and efficacy which is significant.

Education is the foundation of progress. Approval of advertising as a university field can be huge step towards creating and development of advertising knowledge in Iran. This make many resources to be written or translated and people who are interested in this domain can increase their information and awareness and follow a correct path. It is suggested that large-scale policy makers take measures in order to create required basis and reduce existing legislative limitations.

References:

1. Adib haj bagheri, Mohsen,(2006). **Grounded Theory**, Publisher: Boshra.
2. Batra, Rajeev, David A. Aaker, John G. Myers.(1995). **Advertising Management** (5th Edition), New Jersey: Prentice Hall, Publishers.
3. Bergera, Paul D., Bechwati, Nada Nasr, (2001), **The Allocation of Promotion Budget to Maximize Customer Equity**, Omega, pp. 49-61
4. Bijani, Maryam, (2009). **Relationship with the media**, Publisher: Mabnaye Kherad.
5. Bokhtayy, Amir, Shadi Golchin far,(2006). **Advertising Cross**, Advertising knowledge magazine, No 15.
6. Bolurian Tehrani, Mohammad. (1997) **Marketing Management market**. Tehran: Institute for Business Research.
7. Chun-Tuan Chang and Yu-Kang Lee.(2010). **Effects of message framing, vividness congruency and statistical framing on responses to charity advertising**, International Journal of Advertising, Vol. 29, No. 2, 2010, pp. 195-220
8. Cutler, Philip, Armstrong, Gary. (2000) **Principles of Marketing**. (February lustrous, Translator), Isfahan: Atropat publication.
9. Farbi, A.A,(2007). **How to create successful advertising?**, Golchin far, Shadi & Bokhtayy, Amir, Publisher: Industrial Management Institute.
10. Hasangholipour, Morteza, Morteza Anooche, Mojtana mousavi, Ali Mohseni, (2009). **Advertising Management**. Publisher: Negah Danesh. Tehran.
11. Interdisciplinary Journal of contemporary research in business January 2012, vol 3, NO 9
12. Kotler P, Keller LK (2008) **Marketing Management**, 13th ed.
13. Michelis, Daniel. Jörg Müller, Florian Alt (2011). **Pervasive Advertising**. Publisher: Springer London Dordrecht Heidelberg New York.
14. Mohammadian, Mahmoud,(2006). **Advertising management from the perspective of marketing**, Publisher: Horoufieh.
15. Motevali, Kazem,(1993). Advertising & PR. Pyblisher: Bahjat. Tehran.
16. Pandian, S.P. Karuooasamy. Hafeeza Meharaj Minna, S.P. Nivetha Varthani. (2013) **An Empirical study on the impact of 5 M's of Advertising consumer purchase decision with reference to Pepsi products**, AJRM: Asian Journal of research in Marketing, Volume 2, Issue 1
17. Roosta, Ahmad, Ali khoye,(2007). **Tactics and techniques of Advertising**. Publishes: Siteh.
18. Roosta, Ahmad, Davar Venous, Abdolhamid Ebrahimi, (2006). **Marketing Management**. Publisher: Samt. Tehran.
19. Roosta, Ahmad, Hamid Khodada Hoseini, Vahab Khalil Shojaee,(2010). **Ads from theory to practice**, Publisher: Siteh.
20. Rostami, Hormoz, Kamran Nazari, Shahin Farzi Khaledi (2012). **Integrated Marketing Promotions for Products Pakshoo (Safflower) from the Perspective of Customers in Tehran TOPSIS Method**,
21. Taflinger, Richard F. (1996), **A Definition of Advertising**, <http://www.wsu.edu:8080/~taflinge/addefine.html>
22. Yeshin, Tony. (2006). **Sales Promotion**, Publisher: Cengage Learning EMEA, ISBN 1844801616, 9781844801619.
23. Zokaei, M, S, (2002). **Theory and Research in quantitative methods**, Journal of Social Sciences, Allameh Tabatabai University, No. 17.

7/30/2014