





# Explaining the Fundamental Indicators of Content Value Creation in Media Advertising Planning (Case Study: Islamic Republic of Iran Broadcasting)

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## ABSTRACT

In the digital age and with the emergence of new media, traditional media such as television face serious challenges in maintaining their competitive advantage in the advertising market. The Islamic Republic of Iran Broadcasting (IRIB) is no exception and requires a revision of its advertising content valuation models. The main objective of this study is to explain the fundamental indicators of content value creation in media advertising planning, using IRIB as a case study, in order to provide a coherent framework for more effective advertising pricing and planning. This study adopts a qualitative approach and is applied in terms of purpose. To achieve the research objectives, a grounded theory strategy was employed. Data were collected through semi-structured interviews with 15 experts in the fields of media, advertising, and marketing, selected through purposive and snowball sampling. Data analysis was conducted using three stages of open, axial, and selective coding. The qualitative data analysis led to the identification of 75 open codes, 16 axial codes, and ultimately 4 selective codes (core categories). The fundamental indicators of advertising content value creation were classified into four main categories: (1) audience-based value creation (including demographics, emotional and behavioral engagement), (2) intrinsic content value (including production quality, narrative appeal, and credibility), (3) technical characteristics and broadcasting platform (including airing time, platform integration, and shareability), and (4) strategic and economic value (including brand alignment, return on investment, and impact on brand image). The findings indicate that the value of advertising content in media such as IRIB is a multidimensional concept that goes beyond traditional metrics such as audience size during a specific timeslot. To compete with digital media, IRIB must adopt a comprehensive model in which audience interaction quality, the alignment of the advertising message with program context, and the potential for long-term brand value creation are precisely assessed and incorporated into pricing.

**Keywords:** content value creation, advertising planning, fundamental indicators, media advertising, IRIB, grounded theory.

## Introduction

The rapid evolution of digital ecosystems has fundamentally transformed how value is created, distributed, and perceived within media and advertising markets. With the proliferation of digital platforms and the ubiquity of user-generated content, traditional media organizations face unprecedented pressures to redefine their value



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propositions and reassess how content generates strategic, economic, and communicative impact. The global media and entertainment landscape has shifted from a one-way broadcast model toward an interactive, data-driven, and algorithm-shaped environment, compelling organizations to rethink the mechanisms through which content influences consumer attitudes, brand equity, and market performance. International reports highlight that digital disruption has reconfigured the economics of content consumption, leading to new value-creation pathways grounded in personalization, engagement, and multi-platform integration (1-3). As consumers migrate across platforms and increasingly expect seamless, context-relevant, and emotionally resonant content, the strategic importance of content value creation has intensified across industries.

Within this shifting landscape, content marketing has emerged as a dominant approach to shaping consumer perceptions and driving behavioral outcomes. Scholars emphasize that content is no longer merely a communicative asset but a central mechanism for co-creating value with stakeholders through interactive, participatory, and relational processes (4, 5). The transition from passive message broadcasting to engagement-driven content strategies underscores the need to understand content value as a multidimensional construct. Such value is influenced by narrative design, aesthetic quality, emotional resonance, and the alignment of content with consumer identity formations and consumption contexts (6, 7). As argued in contemporary marketing theories, value creation is increasingly co-produced through dynamic exchanges between brands and audiences, with emotional commitment, psychological ownership, and interactive participation shaping brand loyalty and long-term customer relationships (8). These developments signal that successful content must not only convey information but also enact relational, symbolic, and experiential value propositions capable of fostering deep audience engagement.

The acceleration of digitalization has also led to the emergence of sophisticated content ecosystems where online search behavior, platform algorithms, and cross-media interactions play crucial roles in shaping audience responses. Research shows that television advertising and digital search are increasingly interlinked, with broadcast messages influencing online information-seeking patterns and shaping cross-channel behavioral pathways (9). In parallel, user engagement behaviors on social media—such as sharing, commenting, appropriating content into memes, and participating in brand communities—have become critical indicators of value creation, reflecting the capacity of content to transcend its initial platform and generate additional visibility and meaning (10, 11). These interactions highlight the growing importance of understanding value not only at the point of message delivery but also across the distributed networks of user participation, digital amplification, and algorithmic circulation.

In emerging markets, including Iran, similar dynamics are observed as organizations attempt to adapt global digital trends to local cultural, technological, and institutional realities. Iranian industries have increasingly recognized the importance of content value creation in shaping consumer behavior, building brand equity, and cultivating competitive capabilities. Studies in the Iranian context emphasize that content marketing strategies must align with cultural norms, organizational capabilities, and consumer expectations to achieve meaningful outcomes (12-14). The growing integration of digital tools, live-streaming formats, influencer collaborations, and platform-based content consumption illustrates that Iranian consumers are active participants in shaping content relevance and meaning, thereby intensifying the need for organizations to adopt sophisticated, data-driven approaches to content valuation. These findings underscore the necessity of developing context-aware frameworks that can guide Iranian media organizations—especially state broadcasters—in transitioning from traditional advertising logics to strategic content value creation models compatible with contemporary market dynamics.

At the same time, global scholarship highlights that the valuation of content must engage with emerging economic, social, and technological conditions. For example, studies in digital video markets show that content value is contingent on viewer demand curves, digital distribution efficiencies, and platform monetization models that reward sustained engagement rather than mere exposure (15). Similarly, research in the music industry emphasizes that content value cannot be captured solely through traditional financial metrics but must incorporate intangible dimensions such as cultural impact, emotional resonance, and network-driven virality (16). These perspectives reflect a broader theoretical shift from linear models of communication value toward ecological and integrated frameworks that conceptualize content as part of distributed value networks composed of creators, platforms, consumers, and socio-technical infrastructures.

The expanding relevance of co-creation mechanisms further illustrates this shift. Contemporary metatheoretical frameworks argue that value is not produced unilaterally by organizations but co-constructed through interactions between businesses, consumers, and digital systems (4). This view is supported in empirical studies across diverse sectors such as B2B organizations, sports management, and banking services, each demonstrating that internal and external processes of engagement, trust-building, and collaborative participation are essential to maximizing value creation outcomes (5, 6, 17). Within digital content ecosystems, co-creation manifests in practices such as user-generated content, platform-based feedback, participatory storytelling, and co-designed brand experiences—elements that are increasingly vital for capturing audience attention and fostering long-term relational value.

In addition, the expansion of digital commerce and platform-mediated transactions has broadened the strategic significance of content value creation. Content that is capable of supporting endorsement mechanisms, live-streaming promotions, and socially embedded purchasing decisions can significantly influence conversion rates and brand perceptions (18). In sponsorship contexts, the integration of content marketing strategies can enhance online engagement, strengthen emotional ties with audiences, and amplify activation effects across digital environments (19). These developments illustrate the growing interdependence between content marketing, digital commerce, and media strategy, particularly in environments where consumer decision-making is increasingly shaped by real-time interactions and socially mediated value signals.

The tourism and creative industries have also demonstrated how content value creation plays a pivotal role in shaping brand destinations, cultural identities, and engagement trajectories. Research on tourism marketing in digital contexts shows that content relevance, narrative authenticity, and emotional congruence significantly influence audience responses and destination choice (20). Likewise, cultural industries rely on content strategies that integrate storytelling, aesthetic innovation, and digital distribution mechanisms to enhance market visibility and cultural resonance (14). These findings underscore the necessity of understanding content value as a multilayered phenomenon influenced by contextual, psychological, cultural, and technological variables.

In the Iranian broadcasting sector, these challenges are particularly pronounced. As digital platforms continue to attract audiences through personalized, interactive, and socially validated content, traditional broadcasters such as IRIB face significant pressures to redefine their value creation logic. Studies reveal that Iranian audiences increasingly rely on digital ecosystems for entertainment, information, and social interaction, creating a competitive environment that demands higher standards of content quality, relevance, personalization, and cross-platform compatibility (13, 21). For IRIB to maintain competitiveness, it must adopt holistic frameworks that integrate audience-centered design, narrative quality, emotional engagement, data-driven decision-making, and strategic alignment with advertiser goals. Yet, despite the critical importance of content value creation for organizational

sustainability, research within the Iranian broadcasting context remains limited, with few studies offering comprehensive or theory-driven models to guide content value assessment.

Furthermore, emerging studies in Asian and Middle Eastern markets highlight that ephemeral content, short-form videos, and mobile-first interactions are reshaping audience preferences and engagement norms (10, 11). These shifts have major implications for broadcasters that traditionally rely on long-form programming and linear scheduling. The rise of micro-engagement formats also introduces new challenges in measuring content value, requiring models that can capture dynamic, real-time, and multi-platform interactions rather than relying solely on traditional reach and frequency metrics.

Taken together, the reviewed literature indicates that content value creation is a complex, multifaceted, and evolving phenomenon shaped by technological innovation, cultural dynamics, consumer behaviors, and economic imperatives. Although global scholarship provides extensive insights into the mechanisms of content value creation, there remains a critical gap in understanding how these mechanisms can be contextualized and operationalized within traditional broadcasting systems, particularly in Iran. This gap underscores the need for empirical, conceptual, and methodological advancements capable of supporting strategic decision-making in media advertising and content management. Therefore, the aim of this study is to identify and explain the fundamental indicators of content value creation for media advertising planning in IRIB.

## Methods and Materials

From the perspective of purpose, this study is an applied research that seeks to explain the fundamental indicators of content value creation for the practical use of media managers and advertising planners in the Islamic Republic of Iran Broadcasting. The approach adopted in this study is entirely qualitative. To achieve a deep and fundamental understanding of the phenomenon under investigation, a qualitative research strategy, and specifically the grounded theory method with the systematic approach of Strauss and Corbin, was employed. This method is highly suitable for topics where theoretical knowledge is limited and the researcher's goal is to discover concepts, categories, and the relationships between them from real-world data and ultimately to present a theory or model. The choice of this method allows the researcher to arrive at a conceptual framework inductively and through in-depth analysis of data obtained from expert interviews, without testing any predefined hypotheses.

The statistical population in this qualitative study consisted of experts and specialists in the fields of media, advertising, marketing, and content production in Iran. These individuals included senior and middle managers of the Islamic Republic of Iran Broadcasting, managers of major advertising agencies, marketing managers of large advertising companies, and university academics specializing in communication and media. For sampling, a purposive judgmental sampling method was used, and individuals were selected based on their expertise, experience, and in-depth knowledge of the research topic. This process began with several key informants and then continued using the snowball technique until theoretical saturation was reached. Theoretical saturation was achieved when the data obtained from new interviews no longer added new information, concepts, or categories to the research. Ultimately, in-depth semi-structured interviews were conducted with 15 experts. Each interview lasted between 60 and 90 minutes, was fully recorded, and then transcribed verbatim to be prepared for analysis.

The data analysis process was carried out in accordance with the three coding stages in grounded theory. In the first stage, open coding, the transcribed interview texts were carefully examined line by line, and initial concepts and themes were extracted from them. Each concept was summarized in the form of a code or conceptual label.

This process was conducted with a high level of theoretical sensitivity and free from prior assumptions so that the concepts would be purely derived from the data. In the second stage, axial coding, the extracted open codes were organized into larger groups called categories or axial codes based on their similarities and conceptual relationships. At this stage, the relationships between the different categories were also examined, and the coding paradigm (including causal conditions, core phenomenon, contextual conditions, intervening conditions, strategies, and consequences) was mapped for each main category. Finally, in the third stage, selective coding, a core category or selective code that represented the main idea and narrative line of the study was identified. The other axial categories were systematically related to this core category so that the final research model, which explains the fundamental indicators of content value creation, could be formed.

## Findings and Results

After transcribing and analyzing the interviews, the coding process began to extract the fundamental indicators of content value creation. The table below presents an example of the process of deriving key points from interview texts during the open coding stage. This table illustrates how the statements and expressions of interviewees were transformed into initial concepts and key points, which constitute the first step in constructing the conceptual model of the research.

**Table 1: Sample Analysis of Interviews and Extraction of Key Points**

Row	Interview Text	Key Points
1	<p>"The era of saying that an advertisement is more expensive just because it airs at 9 p.m. is over. What matters now is how much the program engages its audience. A series that makes people flood Twitter and Instagram afterwards is worth a hundred times more than a neutral program aired at the same time."</p> <p>– Measuring value based on social media feedback</p> <p>– Inefficiency of traditional criteria such as peak-hour scheduling</p>	<p>– The importance of audience engagement beyond airing time</p>
2	<p>"A brand whose products target young people should not have its advertisement broadcast during a very serious, adult-oriented program. This lack of alignment harms the brand. One must consider the atmosphere of the program and whether it matches the brand's identity. This alignment itself creates value."</p> <p>– Negative impact of misalignment on brand image</p> <p>– Value creation through identity consistency</p>	<p>– Necessity of matching and aligning advertising content with program content</p>
3	<p>"People avoid direct and slogan-like advertising. Advertising must be woven into the fabric of the program so that the audience doesn't feel attacked. Native advertising or smart sponsorship that supports the program's storyline is far more effective. This means integration of advertising with content."</p> <p>– High value of integrated and native advertising</p> <p>– Greater effectiveness of smart sponsorship</p>	<p>– Audience aversion to direct and intrusive advertising</p>
4	<p>"Ultimately, what matters to the CEO is how much sales this money generated. We must be able to show, for example, that airing this ad in this series increased our website traffic or call volume by a certain amount. It must be measurable."</p> <p>– Need for measurable criteria to assess effectiveness</p> <p>– Direct link between ad placement and commercial outcomes (sales, traffic)</p>	<p>– High importance of return on investment (ROI) for advertisers</p>
5	<p>"When Ali Daei or another credible public figure endorses something, people accept it. The credibility of that individual transfers to the product. The value of advertising in a program featuring a reputable figure is much higher."</p> <p>– Role of individual credibility in advertising value</p>	<p>– Transfer of credibility from well-known figures to the product</p>
6	<p>"Some programs, like <i>Ketab Baz</i> or specialized documentaries, have class and prestige. If our brand is associated with such a program, our brand image automatically improves. This is an intangible value known as the halo effect."</p> <p>– Intangible value resulting from the program's halo effect</p>	<p>– Enhancing brand image through association with reputable content</p>
7	<p>"When a series is interrupted every ten minutes by a ten-minute block of commercials, the audience becomes tired and irritated. They no longer pay attention to the ads. This excessive volume of advertising lowers the value of all ads."</p> <p>– Reduced overall advertising effectiveness due to saturation</p>	<p>– Negative effect of high advertising volume (ad clutter) on audience attention</p>

8	“Sometimes you don’t need to sponsor the whole program. For example, supporting just the weather report segment during the news is enough. This is both more cost-effective and highly targeted because the audience remembers you.” – Targeted and low-cost advertising through micro-sponsorship	– Value of sponsoring short and specific segments
9	“IRIB must give us data. It must report exactly how many people, of what age and gender, and in which cities watched the program. Right now, they only give a general number that is useless to us. Online platforms provide this data in real time.” – Weakness in providing statistical audience analytics	– Critical need for accurate and detailed audience data
10	“A good teaser isn’t only seen on TV. People record it, post it in their stories, and it becomes a meme. Content that has the potential to circulate online has double the value.” – Added value resulting from shareability	– Potential for virality and content redistribution on social media
11	“A cooking show has a housewife audience. Advertising industrial tools there makes no sense. One must examine how much the program’s audience demographics align with our target market.” – Budget wastage risk due to audience mismatch	– Importance of demographic alignment between audience and target market
12	“You cannot show a cheerful snack commercial in the middle of a very sad and emotional scene in a series. The negative feeling transfers to your product. The audience’s emotional state at that moment is crucial.” – Necessity of emotional alignment between ad and program	– Impact of program emotional tone on advertisement reception

In the next stage, the extracted key points from all interviews were examined and categorized into more abstract concepts known as “open codes.” The table below provides an example of this process, showing how the key points from the previous table were converted into specific open codes. These codes are the building blocks of the core categories of the study.

**Table 2: Converting Key Points into Open Codes**

Row	Key Points	Open Codes
1	Importance of audience engagement beyond airing time	Post-broadcast engagement
2	Measuring value based on social media feedback	Ability to generate media buzz
3	Necessity of aligning advertising content with program content	Alignment of advertising and program content
4	Negative impact of misalignment on brand image	Risk of brand image damage
5	High value of integrated and native advertising	Advertising–narrative integration
6	High importance of ROI for advertisers	Measurability of return on investment
7	Need for measurable criteria to assess effectiveness	Existence of key performance indicators (KPIs)
8	Transfer of credibility from well-known figures to the product	Credibility of reference figures
9	Enhancing brand image through association with reputable content	Program halo effect
10	Negative effect of high advertising volume (ad clutter)	Advertising saturation
11	Critical need for accurate and detailed audience data	Audience data transparency
12	Potential for virality and content redistribution in digital space	Viral shareability potential

In the third stage of analysis, namely axial coding, the numerous open codes extracted from the entire dataset (a total of 75 open codes) were grouped into broader categories called “axial codes” based on conceptual relationships. Each axial code represents an important dimension or aspect of the phenomenon under study (content value creation). The table below illustrates how axial codes were formed from open codes.

**Table 3: Formation of Axial Codes from Open Codes**

Row	Open Codes	Axial Codes
1	Technical production quality, visual appeal, sound quality, innovation in form, use of modern technology	Production quality and structure
2	Storytelling strength, strong character development, creating suspense, emotional bonding, originality of the idea	Narrative and emotional appeal
3	Post-broadcast engagement, ability to generate media buzz, audience participation, creating public dialogue	Audience engagement potential
4	Alignment of advertising and program content, tone consistency, absence of cognitive disruption, advertising–narrative integration	Alignment and integration of advertising
5	Credibility of reference figures, program halo effect, absence of negative controversies, positive reputation of the program/producer	Program credibility and image
6	Measurability of return on investment (ROI), presence of KPIs, impact on direct sales, impact on brand awareness	Measurability and ROI



7	Airing time, frequency of airing, ad placement within the program, ad clutter, advertisement format	Temporal and contextual features of airing
8	Audience data transparency, demographic alignment, behavioral analytics	Data-driven audience insight
9	Viral shareability potential, usability across other platforms	Cross-platform and viral capability

Ultimately, in the selective coding stage, the identified axial codes were categorized into four overarching and core categories, which constitute the “fundamental indicators of content value creation.” These four selective codes form the main framework of the conceptual model derived from this study and represent different dimensions of value.

**Table 4: Formation of Selective Codes from Axial Codes**

Row	Axial Codes	Selective Codes (Core Categories)
1	Data-driven audience insight, audience engagement potential, audience loyalty, psychological characteristics of the audience	Audience-based value creation
2	Production quality and structure, narrative and emotional appeal, program credibility and image, content innovation and creativity	Intrinsic content value
3	Advertising alignment and integration, temporal and contextual features of airing, cross-platform and viral capability, platform-specific characteristics	Technical features and broadcasting platform
4	Measurability and ROI, alignment with strategic brand objectives, potential for long-term value creation, cost–benefit considerations, brand risk	Strategic and economic value

## Discussion and Conclusion

The purpose of this study was to identify and explain the fundamental indicators of content value creation in media advertising planning within the context of the Islamic Republic of Iran Broadcasting. The grounded theory analysis revealed four central and interrelated dimensions of value creation: audience-based value, intrinsic content value, technical and platform-related features, and strategic–economic value. Together, these dimensions demonstrate that content value is far more complex than traditional metrics such as airtime or audience size, aligning with global shifts in how media organizations conceptualize value in an increasingly digital and interactive environment. This discussion interprets the results in light of existing scholarship and demonstrates how the findings reinforce, extend, and contextualize previous research.

The first core theme identified—audience-based value creation—highlights that the relevance, engagement level, and emotional resonance of content constitute primary drivers of advertising effectiveness. This reflects broader scholarly perspectives suggesting that contemporary markets depend heavily on the co-creation of value between audiences and brands, where emotional commitment and psychological attachment play crucial roles in shaping content desirability and brand loyalty (8). The results indicate that audience interaction must be understood as a multi-layered phenomenon, involving demographic fit, emotional congruence, and behavioral engagement across multiple platforms. Prior studies affirm that digital audiences actively shape meaning by sharing, commenting, and participating in ongoing conversations around media content (10, 11). The interview findings also demonstrate that value extends beyond initial exposure, as viral potential and post-broadcast engagement create secondary waves of visibility that amplify advertising outcomes. This aligns with the growing understanding that the spreadability of content represents a vital component of value creation in digital ecosystems (19). Furthermore, the importance interviewees placed on demographic and psychographic alignment corresponds with research showing that content relevance in terms of identity, lifestyle, and emotional state increases consumption likelihood and strengthens brand affinity (18). These reinforcing findings affirm that audience-centered design and understanding are indispensable components of contemporary content valuation.

The second major theme—*intrinsic content value*—emphasizes production quality, narrative structure, emotional appeal, and credibility as defining factors in value creation. Interviewees repeatedly highlighted that content with higher storytelling quality, emotional depth, and originality generates stronger engagement and higher value for advertisers. This aligns with scholarship noting that the aesthetic and narrative dimensions of content significantly influence user engagement and shape the perceived value of creative products (16). Emotional resonance, in particular, was identified as a major driver of memorability and brand impact, consistent with research showing that emotionally compelling content enhances brand equity and consumer attitudes (12). Moreover, the emphasis on credibility echoes the literature on the halo effect, where the prestige or trustworthiness of a program or spokesperson enhances brand perceptions (6). The findings support earlier work suggesting that the integration of sponsorship messages with narrative content fosters deeper psychological immersion, reduces cognitive resistance, and enhances persuasive outcomes (20). Collectively, these insights align with and extend established theories, demonstrating that intrinsic content quality remains a crucial element of value creation, even in a fragmented and platform-diverse media environment.

The third core theme—*technical features and the broadcasting platform*—illustrates how value creation is shaped by temporal, contextual, and cross-platform factors. Interviewees noted that placement within a program, timing, ad frequency, and the degree of perceived disruption significantly influence audience receptivity. This is directly consistent with research showing that ad clutter diminishes attention and reduces the effectiveness of both individual and collective advertisements (9). An important finding is the centrality of multi-platform compatibility and viral potential, which reflects broader trends in digital media consumption wherein content circulates across ecosystems and generates cumulative value through network effects (1). Interviewees underscored the need for content to transcend linear broadcasting and adapt to digital formats that facilitate sharing and amplification, aligning with perspectives that contemporary content value lies partly in its ability to engage diverse audiences across digital touchpoints (5). The recognition that online search activity can be triggered by television exposure reinforces literature demonstrating the tight interplay between offline broadcasting and digital behavioral responses (9). Moreover, concerns about the insufficient granularity of audience analytics align with global findings emphasizing the importance of data-driven content strategy and precision targeting (2, 3). Together, these results highlight that the technical and platform-specific dimensions of broadcasting are indispensable to creating value in contemporary advertising ecosystems.

The fourth major theme identified—*strategic and economic value*—demonstrates that content value creation is inseparable from broader organizational and market goals. Interviewees emphasized that advertisers expect measurable returns on investment, clear performance indicators, and evidence of long-term brand value. This resonates strongly with the literature, which argues that value co-creation involves aligning content strategy with organizational purpose, brand positioning, and long-term customer relationships (4, 6). Research in banking, tourism, and cultural industries similarly shows that strategic alignment with brand identity and consumer expectations is critical for achieving sustainable value outcomes (13, 14, 17). Interviewees' attention to the risks associated with misaligned or poorly placed advertising—such as reputational harm or negative emotional transfer—corresponds with prior findings showing that context incongruity undermines credibility and reduces the persuasive impact of media messages (7). Additionally, the study's emphasis on long-term value creation aligns with work showing that sustained audience engagement and narrative continuity play a crucial role in shaping brand equity beyond short-term financial metrics (20). Finally, the importance placed on measurable performance reflects



global marketing trends that emphasize using analytics to assess conversions, awareness shifts, and engagement outcomes (15). These convergences illustrate that the strategic and economic value of content is not only a function of immediate visibility but also of its capacity to serve broader organizational goals.

Taken together, the findings of this study support a comprehensive and multidimensional understanding of content value creation that integrates audience dynamics, narrative and aesthetic quality, technical and platform-specific considerations, and strategic–economic objectives. The alignment of these results with existing scholarship demonstrates that despite contextual differences, the fundamental mechanisms through which content generates value are largely consistent across cultural and organizational environments. However, the results also extend prior knowledge by providing empirical insights specific to IRIB, an organization operating within a unique regulatory, cultural, and technological landscape. The study contributes to the literature by identifying how global content valuation logics interact with local constraints and opportunities, highlighting the need for media organizations to adapt international frameworks to their own institutional and cultural contexts.

Although the qualitative design allowed for deep exploration of expert perspectives, the findings are based on a limited number of interviews and therefore cannot be generalized to all stakeholders involved in content production, media advertising, and audience behavior. The reliance on self-reported perceptions may also introduce bias, particularly in evaluating organizational shortcomings or competitive pressures. Furthermore, the study does not incorporate direct audience data or quantitative performance metrics, which could provide additional layers of validation. The contextual specificity of IRIB means that some findings may not fully transfer to private broadcasters or digital-native platforms.

Future research should integrate mixed-method approaches that combine qualitative insights with quantitative audience analytics, such as real-time engagement data, cross-platform traffic patterns, and advertising performance indicators. Comparative studies across different media organizations—both domestic and international—could clarify how structural variations influence value creation processes. It would also be valuable to examine audience perspectives directly, particularly through experimental or observational methods that capture emotional responses, attention patterns, and behavioral outcomes. Finally, future studies should explore how emerging technologies such as AI-driven personalization, immersive media, and algorithmic content curation reshape value creation dynamics.

Media organizations should prioritize data-driven content strategy, invest in advanced audience analytics, and adopt multi-platform content distribution models capable of maximizing virality and engagement. Advertisers should align narrative content with emotional tone, program identity, and audience expectations to enhance authenticity and effectiveness. Finally, policymakers and organizational leaders should encourage innovation in content design, integrate measurable performance indicators into evaluation systems, and develop frameworks that support long-term brand value creation rather than relying solely on traditional exposure metrics.

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## Authors' Contributions

All authors equally contributed to this study.

## Declaration of Interest

The authors of this article declared no conflict of interest.

## Ethical Considerations

All ethical principles were adhered in conducting and writing this article.

## Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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