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A SURVEY TOWARD CITY BRANDING IN PROCESS FOR SMALL CITIES

Case study: Damavand City

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ABSTRACT

Today, cities around the world are in the competition for globalization, for this reason, one of the solutions that urban authorities have taken to succeed is city branding. Because many cities could make significant successes by implementing city branding principles. In recent years, this subject has become popular among the theorists and urban planners and has gradually become one of the most discussed asset of a city. This title can not only help cities to have a positive mental image but also to create new qualities and merits. Therefore, by attracting capital, goods, population, tourism, etc., one of the consequences of this theory can be the creative and inner development of cities. For historically valuable textures, city branding has become a sort of stimulus in economic and social development, in this way, these tissues are revived and recreated and thus, the identity and character of historical cities are preserved.

Mentioning the above, one of these articles is the historical texture of Damavand city, which, despite having many potential, has not been able to offer its unique qualities and characteristics alongside the great city of Tehran and in the process of urban development, it is somewhat lagging other cities and is in some way destroyed. For this reason, in this research, firstly, the theory of city branding was studied. Then, regard to the suggestions made in implementing this theory for cities in Iran, it has been used to recreate the historical context of Damavand city. By studying more, the theory attempts to define the proper brand to present suitable methods for its implementation to support the goals of this paper. Following this purpose, in the first chapter of the study, the frame work of the research included the expression of the problem, the questions, the goals and hypothesis, in the second chapter, the theoretical foundations of branding, the relationship between city branding and urban regeneration and appropriate methods for brand development for a place or city were presented. Meanwhile studying different related case studies for city branding in process for small cities in fourth chapter examination of the historical city of Damavand in terms of city branding and recreation has been studied. As results in the fifth chapter the information were used to formulate a branding program in Damavand. Thus, present study is more explanatory for internal purposes and in fact seeks to understand the conceptual relationships among the examined phenomena. It is also used for external purposes, and it is trying to use the results for similar examples in the future. The method used in this research is qualitative and quantitative. To collect data and information, documentation, field and survey studies including interview, questionnaire and observation are used. Different software has been used to analyse data based on the need for research. Finally, after studies, it was concluded that in the first step of branding, we need to understand two categories of tourism and tourist attraction in the city to find out how the appeal of each of them will affect the city; If this has a positive effect, the brand must take steps to strengthen these factors and, if their impact is negative, to undermine them. Then, according to the theoretical foundations of the research as well as the results of the study, the intention of the research is to take an honest look about the subject of city branding and considering all its negative and positive aspects to find a way to use this tool for regeneration and rehabilitation of Damavand city. For this reason, considering the studies done in chapter four, the brand of Damavand seems to have a natural and mythical character, and the motto "Damavand, the mythical paradise" can better influence the audience and describes the city. In the end, due to the brand's special features, a strategic brand was developed to revitalize the historic city.

RIASSUNTO

Oggi, le città di tutto il mondo sono nella competizione per la globalizzazione, per questo motivo, una delle soluzioni che le autorità urbane hanno preso per avere successo è il marchio della città. Perché molte città potrebbero fare significativi successi implementando i principi del marchio della città. Negli ultimi anni, questo argomento è diventato popolare tra i teorici e urbanisti e gradualmente è diventato uno dei beni più discussi di una città. Questo titolo non può solo aiutare le città ad avere un'immagine mentale positiva, ma anche a creare nuove qualità e meriti. Pertanto, attirando capitali, beni, popolazione, turismo, ecc., Una delle conseguenze di questa teoria può essere lo sviluppo creativo e interiore delle città. Per le trame storicamente preziose, il branding della città è diventato una sorta di stimolo nello sviluppo economico e sociale, in questo modo, questi tessuti vengono rianimati e ricreati e così, l'identità e il carattere delle città storiche sono preservati. Menzionando quanto sopra, uno di questi articoli è la trama storica della città di Damavand, che, pur avendo molte potenzialità, non è stata in grado di offrire le sue qualità e caratteristiche uniche a fianco della grande città di Teheran e nel processo di sviluppo urbano, è un po' in ritardo rispetto ad altre città ed è in qualche modo distrutto. Per questo motivo, in questa ricerca, in primo luogo, è stata studiata la teoria del marchio della città. Quindi, riguardo ai suggerimenti fatti nell'implementazione di questa teoria per le città in Iran, è stato usato per ricreare il contesto storico della città di Damavand. Studiando di più, la teoria tenta di definire il marchio appropriato per presentare metodi adatti alla sua implementazione per supportare gli obiettivi di questo articolo. Seguendo questo scopo, nel primo capitolo dello studio, il lavoro di cornice della ricerca ha incluso l'espressione del problema, le domande, gli obiettivi e le ipotesi, nel secondo capitolo, i fondamenti teorici del marchio, la relazione tra il marchio della città e sono stati presentati la rigenerazione urbana e metodi appropriati per lo sviluppo del marchio di un luogo o di una città. Nel frattempo, sono stati studiati diversi casi studio correlati per il branding della città in corso per le piccole città nel quarto capitolo della città storica di Damavand in termini di branding e ricreazione della città. Come risultato nel quinto capitolo, le informazioni sono state utilizzate per formulare un programma di branding in Damavand. Pertanto, lo studio attuale è più esplicativo per scopi interni e in realtà cerca di comprendere le relazioni concettuali tra i fenomeni esaminati. Viene anche utilizzato per scopi esterni e sta tentando di utilizzare i risultati per esempi simili in futuro. Il metodo utilizzato in questa ricerca è qualitativo e quantitativo. Per raccogliere dati e informazioni, sono utilizzati studi di documentazione, di campo e di indagine che includono interviste, questionari e osservazioni. Diversi software sono stati utilizzati per analizzare i dati in base alla necessità di ricerca. Infine, dopo gli studi, si è concluso che nella prima fase del branding, abbiamo bisogno di capire due categorie di turismo e attrazione turistica nella città per scoprire come l'attrattiva di ognuno di loro influirà sulla città; Se questo ha un effetto positivo, il marchio deve prendere provvedimenti per rafforzare questi fattori e, se il loro impatto è negativo, per indebolirli. Quindi, in base ai fondamenti teorici della ricerca e ai risultati dello studio, l'intenzione della ricerca è di dare uno sguardo onesto sul tema del branding cittadino e considerando tutti i suoi aspetti negativi e positivi per trovare un modo di utilizzare questo strumento per la rigenerazione e la riabilitazione della città di Damavand. Per questo motivo, considerando gli studi fatti nel quarto capitolo, il marchio di Damavand sembra avere un carattere naturale e mitico, e il motto "Damavand, il paradiso mitico" può influenzare meglio il pubblico e descrive la città. Alla fine, grazie alle caratteristiche speciali del marchio, è stato sviluppato un marchio strategico per rivitalizzare la città storica.

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CHAPTER ONE

FRAME WORK

1.1 Introduction

In today's world, competing for cities to attract tourists, investment, trade, work, new people, and so on is essential to be successful in the process of globalization. In this regard, in a paper published by Kavaratzis and Ashworth 2006 on "City branding: An effective assertion of identity or a transitory marketing trick?" It is suggested to consider a city as a brand, Branding proposed as a new theory to develop evolutionary methods in traditional marketing and then to implement these methods in a region of the city or country. (Lee, 2013:1)

In fact, city branding is a new method in urbanization, in which it emphasizes the special characteristics, qualities and potentials of each city, thereby creating a positive and distinctive image of it in the minds of individuals. In fact, the mental image is a specific feature of every city that has been known to people over the years and is acquired through the personal experience of every person in the city, so that the inhabitants of the same city, and even residents of other cities, are aware of this feature that reflects the city's name by its specific features. Therefore, applying city branding principles and improving the city's mental image can be an effective step towards the development of the city (Asadollahzadeh and Mirmaneini, 2013:2).

On the other hand, branding's urbanization experiences, especially in the case of New York City, suggest that introducing a brand with the support of a strong campaign like "I Love New York" can save a city from deterioration and bring it to one of the most powerful cities in the world. Of course, it should be noted in this regard how city brand can be effective for the cities in Iran and whether the extension of the brand can be useful in improving the quality of life in them. For this reason, in this article, first, the role of this theory and the critique of how it will be applied to the urbanization of the Iran current situation will be presented and then for various reasons, the use of developmental stimuli in historical textures for the reproduction of such tissues are examined. The city of Damavand has been investigated as a case study considering its high historical values as well as the capacity of having good features in this regard, and finally, after defining a suitable city brand, the methods for implementing it will be presented.

1.2 Issue expression

Historical cities are the most important subject in today's urbanization, due to their high cultural and identity values and for this reason, it seems that to preserve this heritage it is necessary to adopt new and more basic solutions for the improvement and revitalization of these textures and, consequently, their functional development. Historical texture of Damavand is one of these heritages, due to the presence of ancient mosques, numerous historical houses, rivers, springs, beautiful view corridors besides many gardens and proximity to Mount Damavand and the Tehran-Firouzkouh road and other components have a great merit. But due to its physical and functional burnout, due to the crowding out of the active population, it is feared that this part will also suffer from debilitation and will gradually disappear. On the other hand, due to the proximity of Damavand city to Tehran, this valuable heritage has been influenced by the city and under its shadow has not been able to drive the flow of development inside it. For this purpose, in this paper, the first step is to determine if the definition of an appropriate brand for Damavand will be able to attract tourists, investment, trade, work, new people and in conclusion the development of the city, and its historical context and whether the city of Damavand

will embrace such a development, and the achievement of city branding goals for a city like Damavand will be beneficial or not. Because, as previously explained, urban branding is a new method in urbanization, in which it emphasizes the specific characteristics, qualities and potentials of each city, to create a positive and distinctive image of it in the minds of individuals. The image of the city is a special feature of every city that is known to people over the years and is acquired through the personal experience of every person in the city, and the people of that city, and even the inhabitants of other cities, are aware of this feature that reflects the city's name. And they know that region with that feature. Then, if the hypothesis of the branding is positive on rehabilitation of valuable and historical towns and it would be effective to use this theory for Damavand, methods for designing an appropriate brand and developing and familiarizing people with that brand will be provided.

1.3 Importance and necessity of the research

As urban planning theories, has repeatedly pointed out that urban historical textures are valuable and somehow include all the features and characteristics of a metropolitan community and they show the identity of a city, to the extent that it can be said that such tissues are the dignity of a city and the nation, and maintaining and preserving it as a precious heritage is essential. Also, in recent years, various methods have been adopted to intervene in these areas, many of which are not acceptable in terms of both physical and functional destruction of these spaces, and it can be said that one of the best methods is the resuscitation and improvement of the texture by the residents themselves and the participation of all stakeholders in the area , So that the definition and implementation of projects that stimulate economic and social development by planners and managers by improving the dynamics and texture stability, can be able to strength the forces involved in the environmental regeneration process, and with the help of these forces, the historical context, both in terms of functional and physical status improves. The use of city branding theory can also be one of the development drivers, so that if the studied historical context has the qualities and characteristics of a city brand, the definition of an appropriate brand, along with its proper implementation and even its placement in urban prospects can stream the flow of capital and goods into the context by creating the proper mental image of the city and displaying the basic features of the city that other nearby cities lacking them and ultimately lead to internal and innovative development. Of course, these effects will be useful if the city demands such changes, which will be recognizable by concession of the city, its problems and capacities.

1.4 Research questions

- Considering the general idea of city branding which demonstrate attracting capital, tourists and inhabitants, implementing it as a general fact for all the cities can be positively evaluated? (Mentioning in specific Iranian cities)
- How can defining an appropriate urban brand help to recreate the historical context of the city?
- What are the methods and guidelines for defining a city brand?

1.5 Research objectives

- Investigating the positive and negative impact of designing city brand for cities and an evaluation on how to use them
 - Investigating the impact of urban brand definition in urban development and in conclusion the rehabilitation of historical context
 - Explaining the methods of determining the appropriate city brand for the city noticing its specific characteristics.
- In another word this research seeks to: “Define an appropriate urban brand can lead to the redevelopment of the urban historical context.”

1.6 Research background

For the first time in a model called the “National Brand Index” created by Simon Anholt in 2005 to assess the mental image of countries, nation branding aims to measure, build and manage the reputation of countries. Indicators were used to evaluate the image of the brand while 50 countries in the world were compared in this respect with each other. In 2006, the same person launched the above-mentioned “City Brand Index”, which compares the status of different cities in the world in terms of reputation and examines their changes each year. Thereafter, numerous dissertations at various universities and articles in prestigious journals on city branding, brand names, and related issues have been published, most notably the Kavaratzis and Ashworth paper entitled “City branding: An effective assertion of identity or a transitory marketing trick?”. One of the most relevant article on this topic is Viktorija Prilenska in 2012 entitled “City branding as a tool for urban recovery: towards a theoretical framework” which was published in the architecture and urban planning journal, in which he explored the concept of city brand, the goals and strategies of city branding and titles such as the creative and experienced city, and finally refers to urban brand connectivity and urban regeneration (Viktorija Prilenska, 2012).

1.7 Research methods and practices

With respect to the goals and questions, first, attempts have been made to express the concepts of city branding and its relation with the urban textural regeneration. For this purpose, documentary studies are conducted to explain the subject and identify its main components. Subsequently, the concept of city brand for the realization of historic textural reproduction in the case is studied and is conducted on the capacities and facilities of Damavand for branding. This part of the work is done through field studies, observation visits, interviews, and the use of various designs to achieve a clear roadmap for city branding in Damavand to recreate its historical texture. Obviously, this research at the beginning of the work has more descriptive and less explanatory features in the main concepts of city branding and regeneration, in fact seeks to clarify the conceptual relationships among the phenomena under study, the research method in this study is qualitative and quantitative in studying the objectives to collect the data and information. The documents and surveys, including interviews, questionnaires and field observations, are used, in parts of the research which data mining and obtaining different outputs are essential. Different tools are being used; for analysing questionnaires and calculating the degree of realization of various branding indices in Damavand by EXCEI, and considering the importance of city location on the map, the GIS (Geographic Information System) is also used.

CHAPTER TWO

THEORETICAL FOUNDATIONS

2.1 Introduction

As stated before, the research seeks to explore the role of city brand as a stimulus for the development of recreation in historical cities. For this purpose, firstly, the theoretical literature affecting this process should be presented in the second chapter, in order to provide a basis for work on other sequences; As a result, this chapter first deals with the concept of city brand, its components, and other elements of branding, in order to determine how its relevance to recreation and historical texts is justifiable, in the end, the concept of recreation, especially the recreation of culture and how city branding performance can be considered as a stimulus in the process of recreation, especially in historic cities and textures that are worthy, but the important point that will be examined before the linkage of this concept is in the pathology of city brand performance. Does the implementation of branding, attract capital, tourism? is this positive for all cities to be evaluated on?

2.2 City Brand Concept

Globalization is a factor which facilitates the competitiveness of emerging new towns with older cities, mainly because people can now live and work anywhere in the world (Pfefferkorn, 2005:11). Of course, the fact has proved that the competition between cities is difficult and has increased with the economic and political effects of globalization. Cities compete to attract capital, business and people. In fact, one of the challenges of urban management is to increase the level of efficiency by linking the city brand as a solution for the development process (Popesco and Corbos, 2010, 267). Also, globalization is one of the main reasons in which cities need a competition and the impact of it on competitiveness is crucial in understanding the change and regeneration strategies in cities. In the era of free capital flow, cities must become more competitive at the global level to ensure future growth and regeneration (Rezaei Parto, Hodsani, 2016:38). In recent years, city branding has grown among theorists and urban managers, and has gradually become the most precious and asset of a city. Not only it can help cities to have a positive mental image, but it also creates new values. In fact, it is a basic brand and infrastructure helps to fit a place as a business and tourist destination or place to be called home (Prophet Consultancy, 2006:5). A successful brand is the one that generates a unique and powerful image for a city and it cannot easily ignore the link between city branding and its image. Therefore, to understand better this subject, it is necessary to first focus on the impact of a good city perspective.

A picture is the result of various distinct, and the messages sent by the city and addressed separately in the minds of each recipient (Kavaratzis, 2004:62). Each of the cities or regions of the world has a distinguished reputation for their capacities, facilities and activities in competition with their counterparts at different levels, which is characterized by a stable and dynamic character, often derived from the cultural and media outlets of them. The reputation that can be called a city brand or regional brand is based on a variety of elements, including historical identity, geographical location, social characteristics, civilization symbols, business activities, amenities, recreation and entertainment, international relations and media images of an area or a diverse combination of these elements to rely on. The city brand is formed based on the

and relative advantages and becomes the elements of identity in the social and economic system of these regions (Sinaei,2016:10).

Therefore, it can be argued that the first step in city branding is to end out its important feature and highlight it. Paris romance, New York energy, Washington power, Tokyo, modernity and Barcelona culture; these are the brands of cities that have created a positive image of their own.

In the marketing literature, there is a general approach to the brand that identifies it beyond a given name to a product and represents it as a manifestation of the whole set of physical and psychological properties of the product (Kavaratzis,2004:64). In short, it can be said that, per the definition, all urban activities are referred to city branding (Gollizadeh,1394: 26), to all activities aimed at the conversion of a city from one place to another. City branding, in fact, distinguishes a city from among other cities in the national and global level, and this is the name of the policy that most of the macroeconomic and economic strategies of metropolitan regions are planning, policy-making and acting to achieve it. It is, in fact, a discourse that a city has in the minds of its citizens and other citizens to construct it for short, medium, and long term planning (Drudy,2016: 20).Per kavaratzis and Ashworth (2005), places are complex entities with many features: environment, urban design, history, culture, politics, and so on. A brand can transform these components into a structured, coherent image that delivers content and distinction (Plaza et al,2014:181). The following attributes are strong brand attributes in which cities need to develop to create a brand:

2.2.1 Performance

Functionality makes a strong brand strong and distinct in. For example, we buy a photographic camera with the intention of its functional capability, capturing the memories we want to memorize for us. These are the functional qualities that in the first step make a person buy a product. But in marketing, we're not just looking for incentive benefits, but also wanting distinctive benefits that make the buyer prefer one product to another. For example, in commercial products, each person must specify what is the performance of a brand which is compared to another brand. What is the performance of the Nikon brand compared to Sony? Not only do we want the camera to take good photos, but maybe our buying decision is based on an emotional response, like the overall condition, glitter, or reputation of a product. The first feature is the purchase of performance, and the rest is worth adding.

Cities, like brands, should be well-functioning. A city must have a function as a destination for jobs, industry, housing, public transport, and attractions in leisure time. For example, New York has these functions, and these functions are unique. For instance, every person does not need to have a personal car to travel around New York because all its unique attractions are easily accessible by walking, taxi, metro or other transportation means. These are in fact part of New York City's performance (Pfeferkorn,2005).Cities must have at least the minimum acceptations of life, work, and entertainment to win a good brand; otherwise, their branding process will be defeated very soon.

2.2.2 Value Added

If the urban brand wants to be successful, it must have performance and added value. For example, if we look at New York City more precisely, what is the New York Brand performance and value added? Historically, New York had the earliest performance as a harbour and farmland. Then New York's theatre, restaurants, cultural attractions, fame and diversity have

helped to enhance fame and diversity have helped to enhance the add value to the brand of New York City. Now the brand of New York City has added value in comparison to the brand of other cities because it is very unrivalled. This city offers much more qualities than other cities, because people with different backgrounds, interests, and tastes are convinced that New York is the superior, because there is something found in this city which works for everyone.

- What are the value-added resources?

Value added exists in many forms, most of them are ineffective and demonstrative and are not counted as functional items. The four items which added value cities should have are:

- People's Experience of the city:

Urban branding is more based on the people's experience. Although today, technically, there are some advances in marketing to be influential, more information is still transmitted through old methods, such as the way information is transmitted from one person to another.

If people have the experience and perception of the city, they will pass the knowledge to others, and vice versa, if their experience is negative, the result will be the same.

- Perceptions (of the inhabitants) This is one of the important components of branding. For example, consider New York, when people think about New York, the relationship that comes to mind is rich, multicultural and multifunctional. New York provides residents and visitors with everything they can expect from a city: money, business, industry, university, historical places, and cultural and economic opportunities. This phenomenon is also evident in Iranian cities, so that in the history of people of different regions of the country has always been noted with certain traits and characteristics of the public.

- Believe in the city. Does the city have a role?

Because cities have a brand, the city must have a special role. San Francisco, referred to as the "City by the Bay", has an industrial, technological and cultural role. But good news for San Francisco is its diversity. This city includes the Chinatown, Salalito, Alcatraz, Silicon Valley, the retail business environment, the Museum of Contemporary Arts and more. Strong imagination on the San Francisco brand has images that define the city. "A municipality is a product of everyone, but to bring this product to the forefront, the real experience of the city must be realized." San Francisco has realized this experience.

New York not only has a cultural role but also the business and waltz range with the presence of the largest financial institutions in the world, such as the World Bank and... have given it another role in the city. It is safe to say that Wall Street is one of the most important elements of the global economy and has always been a special feature of New York City and its economic reputation. Sept.11 attacks caused severe economic hardship for New York, but its economic consequences were felt globally. This terrorist attack on a seemingly unsecured city made people wonder if New York was the right place to be or not. It can be said that recognizing the dominant role of the city, which is believable and practical, is one of the most basic stages of urban branding.

For example, in Iran it can be said that Mashhad plays a predominantly religious role, due to the presence of the shrine of Imam Reza is quite tangible and true, or that the city of Isfahan is a historic city and a tourist that relies on historical elements has played this role well.

- Appearance: How does the city look like?

One of the important elements of city branding is the appearance and image of the city. A shape that a city has and its physical characteristics are very important. Cities today are largely define

by status, function, and cultural attributes. Rotterdam, Amsterdam, Barcelona and San Francisco are known for their harbour. New York and Zurich are renowned for their banking facilities. Boston, Charleston and Atlanta are places full of American architecture and history. For example, Boston City's image boosts its reputation as an old city based on American beliefs. Boston will never allow its historical value elements to create space for commercial development under the bulldozer. This is contrary to the views of many newly built and refurbished cities that make and sell their history to make more profit. We can rely on the brand of Boston to keep our identity and history intact. This sustainability in form and identity preservation is in fact a positive feature of Boston's city. However, in the Iranian cities, the historical context of Yazd city is an example. Appearance and its unique elements, such as wind-ups, alleys, tracks, footpaths, etc., form integrated into the minds of the people, as soon as you see the photos and pictures of the city displayed to you. The images belong to the city of Yazd, but imagine that this is not the case with the limits of Tehran where the Tower of Milad or Azadi Square is not known, it is certain that it will be difficult to recognize that the photo belongs to Tehran due to the visual differentiation.

2.2.3 Solidarity

A city needs to be integrated to have a good brand. New York is known as the birthplace of the United States "boiling pot", which means that New York is welcoming residents of a very different range and ethnic groups. What many of the unknown cities or cities that do not have a good brand are forgotten is that at the planning stage the resemblance is tedious.

Urban planning and development are often necessary in coordination, and they look good in theory, but there must also be diversity to make a place liveable in the minds of people and to attract them. Basically, cities that make a difference and they embrace different lifestyles are the ones that are full of culture, art, science and technology. This concept has a close relationship with the emergence of creative cities.



Figure 2.1: Urban landscape solidarity (Source: <https://allthatsinteresting.com/incredible-photographs>)

2.2.4 The Importance of City Branding

There are reasons why people choose certain cities to live. There are some cities that, even as the industries that have created them slipped, can still return to their growing brand. Brands are expanding, and cities that remain competitive can progress (Pfefferkorn,2005: 9,). Hence, business owners and some international organizations such as the International Monetary Fund, the World Bank, the World Tourism Organization and the World Economic Forum are eager to push cities to search for competitive properties to flourish and maintain (Sheng,2012:73).

City branding, to achieve competitive advantage to increase domestic and tourism investment, as well as access to community development, strengthen local identity, link citizens to their cities, and activate all social forces to prevent social exclusion and disorder, (Kavaratzis,2004:70). Also, city branding is a comprehensive and long-term strategy along with the Urban Development Strategy (CDS) and the City's Economic Development Strategy (LED) that includes a series of interconnected processes and activities. It is integrated and ultimately enhances the reputation of the city among others and increases competitive capabilities and improve the lives of the citizens (Municipality of Mashhad, Deputy Director of Planning and Development, 2013: 5).

There are many reasons why it's important to adopt a brand strategy for a place, but the most common one is stimulate economic growth, which is why a strong brand can:

- Change the perception of a location that may not have the proper image due to the weakness of its internal and external elements.
- Create a common perspective for the future of society and its potential.
- Provide an appropriate image of a location.
- Improve local, regional or global awareness. Change the inappropriate impression of a location to make it more attractive (Prophet Consultancy,2006:4).

2.2.5 The emergence of the city brand

Trademarks have a long history and have been used from the ancient times. About three thousand years ago Indian industrialists carved their signature on their own designs and sent them to other countries, such as Iran. Chinese artisans carved their mark on the goods that were sent to the Mediterranean region about 2000 years ago. At that time, Roman jars were used with different marks. With the growth of commerce in the Middle Ages, the use of signs to distinguish commercial goods expanded. With the Industrial Revolution of the seventeenth century, business ties developed between individuals in different parts of the world, and a vast market opened to the principle of free trade on producer countries. Traders were looking for a means for the goods to be branded to restrict the possibility of abuse during the competition. In the meantime, what could save the product from obscurity was a trademark. As such, the unnamed goods and their proximity to the labelled goods. Gradually, the designation became a general principle, although the history of trade mark law does not specifically go beyond the nineteenth century (Municipality of Mashhad, Deputy Director of Planning and Development,2011:3).So, the brand history and its formation Comes back to the beginning of the productive and commercial activities of mankind. Elemental brands were simple signs used to determine the ownership of domestic animals and identification of merchants.

With the onset of the industrial revolution and the creation of distance between the producer and the consumer, the role of brands in the introduction, identification and interception of goods and services became important. After World War II and the expansion of mass media, the rapid increase in production capacity and demand for all kinds of consumer goods, brand knowledge emerged today and with the introduction of modern communication tools such as the internet, it reached the peak.

Urban sprawling marketing dates back at least to the nineteenth century, but cities tend to be branded for over three decades. Initial efforts focused solely on the progress of the place. The hospital that created the importance of marketing for city administrators was created by the “entrepreneurial city” wave. In the early nineties, entrepreneurial attitudes emerged in urban governance.

Per Griffiths, the entrepreneurship School (as entrepreneurialism), as an urban style, cities were responding to the collapse of the social democratic order. In short, what has happened in the transition of urban politics is that urban policies are not governed by urban-state actions, but in an entrepreneurial approach, cities are run like business, and Activities such as risk appetite, innovation, and advertising and financial incentives that once became known in the realm of business, have also penetrated the local government.

The use of marketing is the natural consequence of entrepreneurial governance. This experience with the development of the marketing discipline, which led to the emergence of social and non-profit marketing, provided a platform for presenting the theory of place marketing. In practice, what was going on at the initial stage was activities that merely served to improve the location, for example, by attracting new residents to newly established settlements. The next stage was the creation of a marketing mix that, in addition of advertising, included organizing and financial incentives, as well as product development, functional and spatial indicators of the city for marketing the city. Further, awareness of the importance of urban image was formed from two different dimensions. Firstly, the image of the city is important for the people who use it, including investors, developers, visitors, and residents, and secondly, the image of the city and its attempts to influence it as an effective way to coordinate marketing efforts are the focus of attention. Consequently, this awareness has led to the current popularity of the city branding concept, which is likely to be the next stage in urban marketing history. In the country of Iran, the background to the concept of city brand dates to 2008 when the centre of Tehran municipality studies held a meeting on this subject. Subsequently, there has been no systematic effort at the level of urban governance authorities in this regard. In 2012, another meeting was held at the Tehran Municipality Studies Centre on the theme of the brand of the city (Mounirian,2012:46). It is worth mentioning that at present several cities in the country like Tehran, Rasht, Mashhad, Tabriz and... This concept has become familiar and there are positive studies in this field. For example, the work that has been done to provide a brand of Rasht as a city or brand of Tabriz as the capital of Islamic cities, but it can be said that none of these efforts have been so principled and effective. Specially for a city such as Tabriz, which is an Islamic tourism brand.

2.2.6 Urban Brand Ranking

In recent years, the ranking of the brand has grown dramatically. Different organizations and institutions have different measurement tools and methods for this, which can be derived from Anholt urban brand ranking index and index Eurobond which ranked the Global Indicator of Innovation and other similar items (Mohebbi,2014:28). Many experts believe the assessment and ranking of the brand name is also a standard that can determine the value of the properties

(facilities) and hidden city features, and by clarifying the image of the city in the public mind (raising perceived quality of the city), urban executives, trademark owners, and enables urban investors to get things done in this area easier and faster, of course, with greater awareness. Many experts believe that urban brand rating and ranking is also a standard that can determine the value of the properties (facilities) and hidden city features, and by clarifying the image of the city in the public mind (raising perceived quality of the city), urban planners, enables business owners and urban investors to make things easier and faster on matters of this sector (with greater awareness). Thus, ranking can be a primary endeavour knowledge of the existing brand and planning and policy making for the future of the city. At this stage, two of the most important ranking methods used in many researches are discussed.

The most well-known model, created by Simon Anholt, the father of “National Brand”, who has just been nominated for the Nobel Prize, is the “Urban Brand Index” that was created by redefining his “National Brand Index”: This index is based on a questionnaire a world-class event where participants from 20 developed and developing countries responded to questions from 50 global cities (Papp- Váry,2011,1).

Ranking is based on the scores average in the following 6 indicators:

- Active participation: This aspect of the city’s active presence in the national and international arena and the appreciation of the city’s familiarity with world knowledge. This category also measures the city’s participation in scientific, cultural and global events.
- Location: This section explains people’s understanding of the physical aspects of each city, such as climate, health, and the quality of the attractiveness of buildings and recreation and tourism sites such as parks.
- Prerequisites: It considers how people perceive and understand the basic qualities of the city. Are you satisfied with the city’s public facilities such as schools, hospitals, public transportation and sports facilities? Is the cost of these public facilities satisfactory and affordable for them?
- People: This section reveals whether the residents of the city are warm, welcoming and hospitable people. Is it easy to enter their community? Can they share their language and culture? Can you feel secure among them?
- Pulse and Stream of Life: This category explores what is interesting and exciting in the city for spending leisure time. Does the city have attractive and beautiful places to the leisure time of the citizens?
- Capacity: Measure the public perceptions of the city’s economic and educational opportunities. For example, the conditions for finding a suitable job, and whether the city is a suitable place for business or continuing education at higher levels. Since we deal with cities with the mental imagery of cities and their brands, the objective assessment of the above is not entirely possible, and for this reason, there is a general emphasis on the views of the people. Here’s an example of research done online by Anholt. In this research, by sending a questionnaire for citizens, at least 20 cities in the developed and developing world have been surveyed. Citizens surveyed for the survey were adults and people aged 18 to 64 years old. Questions for this polls include:
 - Think about the city in a year. How do you assess the its airspace in general?
 - Specifically think of buildings and parks. You think how attractive the city’s parks and buildings are?
 - The urban environment is different in terms of air and pollution. Think how much the city is clean or dirty?

- Do you think it's easy to find an affordable accommodation in the city?
- How do you think about the general standard of amenities and public services such as schools, hospitals, public transportation?
- Think about how the public behaved in the city against you. Are they, for example, cool and warm or cool? Are they predecessors about you? Do you think that people in general have accepted you in the city?
- How safe are you in the city?
- If you have a week free time, is there always something new to discover in the city or not?
- If you have a business, is the city a good place to start a new business?

This indicator is also widely used on a global scale. Per the ranking of cities in the world in 2009, 10 cities with the highest positions in the world were declared Paris, Seattle, London, Rome, New York, Barcelona, San Francisco, Los Angeles, Vienna and Madrid respectively (Papp-Váry,2011:2). Another important method is ranking the urban brands of the Saffron method. Of course, the name behind this is also important: Jeremy Hildreth, director of the English Institute of Saffron Advisers. She, along with Simon Anholt, conducted a research book titled "The Brand of America", the mother of all brands. The Saffron Index, which is used most for ranking European cities, focuses more on the cognitive quality and the two aspects of city resource capacity and urban brand strength. In more detail, the power aspect of the city measures the following: (In parentheses, the maximum score that can be considered for each case)

- Excursions and tourist attractions (max. 20 points)
- Cooking & Restaurant (max. 15 points)
- How to use public transport and pedestrians (max. 15 points)
- Low fees for recreation (maximum 10 points)
- Air quality of the city (maximum 10 points)
- Shopping and number of stores (maximum 10 points)
- Importance of economic welfare (maximum 20 points)

In 2009, Paris has gained 95 points out of 100 in the top 10 in the world. London with 88 points and Munich and Barcelona both ranked second and third with 86 points. But one of the most important aspects of brand rating is to consider the city as a brand and determine its strength. Different aspects which are evaluated in this category are:

- Citizens' pride and character, city's distinctness, vision and ambition, business, recognition of the city in the present and future. Here is also the final score for each item is 100. The principle of the brand strength of the city examines the following four key points:

The principle of the brand strength of the city examines the following four key points:

- The number and strength of the positive / attractive features of the city. In the sense of what factors can cause the city to be broken or broken up. (Max 25 points)

Barometer results for the European urban brand indicate that Paris and London are 99% and 97% respectively. Between Barcelona and Amsterdam, a city that was not previously in this position: the city of Berlin with 96 points, which is very much considered by the researchers. Berlin has could advance to this level since the emergence of the Saffron Index and per its own assets. Stockholm is rated 85, and the rest of the cities are after these (Mohebbi,2016:30).

2.2.7 The economic impact of city brand on cities

Now, after examining the concept of city brand and its necessity and importance, it is necessary to make it quite clear that the definition of a successful brand for a city will ultimately affect its development and quality of life. One of the most important criteria for recognizing urban development are their economic progress. Thus, it recognizes the impact of urban brands on development of economic importance of cities. Of course, as in the definitions of the concept of branding, branding was initially initiated by the marketing of the place, resulting in a close relationship between the brand and the economy, and in fact the goal is to create a brand of economic development. (Moghadam,2016) writes: A tourist turns around the city, distributes revenue among the people of the city, and like other industries or oil, this does not earn income in an account that is concerned about its distribution among residents of the city. Therefore, city branding in terms of communication and in economic terms, will make citizens satisfied. City branding is a knowledge that inherently tends to be nationalized and adapted to national culture, and it will solve countless problems. If you do not know it, we would not resist it and we do not close the door on new ideas and creative plans (Moghaddam,2016:17). Per the author's reviews, unfortunately, even though many of the major cities of the world, such as Paris, New York, London, and ... have worked for city branding for many years, but with a relatively qualitative branding concept, because of a tangible and quantitative report numbers and figures have not been provided on the impact of branding in the economic development of these cities, but in two studies, which have been presented below, methods have been developed to measure the impact of branding on the economic development and tourism of them. The first research is an article on city branding and its economic impact on tourism, which aims to measure the relationship between the quality of city branding and the average price of room rent in hotel hotels. To conduct this research and impact analysis the city brand value has been used for the secondary economic efficiency of the city. These data are the results of Brand Ranking Research of cities which were surveyed by the Brand Index of the City, the Saffron Index, which was reviewed in previous sections of this paper, as well as the hotel price index. These surveys have been conducted on the same cities that have been evaluated in rankings. The research method is that the regression and correlation analysis is used to discover the relationship between the brand value and the average price of hotels in the city.

The Saffron Index, which was reviewed in previous sections of this paper, as well as the hotel price index been conducted on the same cities that have been evaluated in rankings. The research method is that the regression and correlation analysis is used to discover the relationship between the brand value and the average price of hotels in the city. Based on this statistical analysis, there is a meaningful relationship between the hotel price index and the two methods for rating the brand of Anholt and saffron, which is, however, more relevant in the Saffron index, which can be explained by the difference in the concept and nature of the two methods, the brand index the urban is more general anthology, including economic, educational and infrastructure aspects, while the index of Saffron emphasizes on tourism (Petrů,Abrahám,2015). The second research is an article on city branding and its impact on the attractiveness of the city for foreign audiences, which aims to measure the assumption that a strong urban brand makes the city more attractive to target groups. These groups can include residents, investors, tourists, students and companies. Based on data access, analyses include only the flow of tourists calculated through the annual residence of tourists in registered locations, and the flow of capital measured through the the estimated value of direct foreign investment in cities (FDI) in 2009, In this research, 29 cities in different countries have been analysed. To investigate these flows, two new sub-concepts were introduced:

- Assumption 1-1: Increasing the brand strength of the city increases the number of nights spent by tourists in registered locations (hotels) on an annual basis,
- Assumption 1-2: Increasing brand strength of the city will increase the amount of foreign direct investment (FDI) in the city

To investigate the validity of both hypotheses, Pearson correlation matrix is required. Then two linear regressions are analysed (previously, the normality of the data distribution has been proven). Artist, the nightly accommodation of tourists is dependent on the brand strength of the city, and in the other, brand strength of the city is an independent variable that is dependent on the variable Foreign Direct Investment Affects.

		Brand strenght	Tourist Stays	FDI 2009
Pearson correlation	Brand Strenght	1.000	.860	.499
	Tourist Stays	.880	1.000	.610
	FDI 2009	.449	.610	1.000
Sig. (1-tailed)	Brand Strenght	.	.000	.003
	Tourist Stays	.000	.	.000
	FDI 2009	.003	.000	.
N	Brand Strenght	29	29	29
	Tourist Stays	29	29	29
	FDI 2009	29	29	29

Table 2.1: Pearson correlation matrix of these three indicators is shown (Source:Raubo Braun, 2010)

The analysis of the Pearson correlation matrix proves that there is a strong positive relationship between the three indicators of this research. Further analysis of the two linear regression models showed that the brand strength of the city has a great influence on the number of tourists per night stay, and on the amount of direct foreign investment that comes to the city (Raubo Braun,2010).

These two studies clearly show the economic and tourism impact of a distinct and strong brand identity for the cities. In one connection, the brand strength of the city and the rental price of hotels, and the other, link the brand strength of the city with the number of tourists overnight staying proven, in relationship to the outcomes of these two researches, it should be said that the use of city brand can be a kind of economic engine in cities.

2.2.8 The city brand is a hidden illusion or an obvious fact?

The brand is based on association. This means that these associations make the urban brand, associations that may be good or bad, strong or weak. Basically, all brands are based on the mental associations that are formed in the minds of the audience. Accordingly, as these associations are more clear and powerful, that brand is stronger. In the case of cities, the greater the audience's awareness of a city is based on the experience of attending, seeing images, signs, symbols or hearing about the experience of others, which would mean more public awareness than the brand of that city. Although urban brand power can be raised in both positive and negative aspects, in this sense, the moresympathetic images and associations are to a city; the

brand of that city is more powerful and more positive. If you do not have good experiences or good memories of the city, then the brand of that powerful city is negative! Meanwhile, those cities which, as they hear, question marks are formed in the mind and do not have any accurate information, they are among the weak brands.

However, it should not be forgotten that these associations are manageable. In such a way that a city mayor and city manager, as they are trying to build a city, can build the brand of the city or turn the negative farewell that city into a proper association with the branding program (Babaei,2016:44). In this regard, city branding is a complex process that provides a framework for studies, strategies and activities. This phenomenon must be based on the truth and reality (Cvijić,Guzijan:2013, 26).Therefore, it can be concluded that if the urban brand definition is not taken into account and the brand of the city is not shaped based on its origins and its potential, this brand can even act as a negative factor, and the investments that are made in this process are wasted. The other significant issue that follows is the branding obstacles is that some cities have could detect obstacles cross them, but others have failed in this matter. One of the obstacles mentioned is the low citizen's satisfaction. Satisfaction assessment is the first step in branding. The second indicator is citizen's satisfaction with urban authorities. Because when the branding begins, the message is sent from the source city managers to the residents, and the message is not accepted if there is no satisfaction from the source. So, after completing these two steps we find that the city is capable of branding. Another obstacle is the city's principle. Some cities have no specific element to be branded. Instead, some cities have a variety of elements to be branded. In branding, usually both are blocked. For example, a city like Dubai is neither rich in nature nor in history, nor the scientific position, and whatever you try to figure out which feature is appealing to the people of the world, it does not get anywhere. It is here that they must create some features for it, but making these features can be a hindrance. Since people know that these qualities are fake and they remember that Dubai was only a desert three decades ago, and a few buildings.

2.2.9 Make a suitable city brand

Until now the research focused more on the concept of branding and its causes and objectives, but before it was discussed about the main topic of research, the effect of branding on urban regeneration, as stated in the general research, The issue is whether branding is a framework that should be implemented for all cities and places? Is this the notion of revelation that the municipalities of all cities should pay attention to with the same principles? And whether creating a strong brand is always useful and positive for all cities and stakeholders?

Unfortunately, the author's research shows that in the literature of branding, there has not been any specific research that addresses the pathology of city branding, and its overall problem is not challenged and critisized, and the criticism that have been made in various articles have only returned to branding methods and, in fact, providing better methods for branding has resulted; therefore, it cannot be ascertained that urban branding may not be necessary for a city. However, it seems that this category , especially for the localization of this approach (which is roughly new), needs to be further explored. Therefore, in this clause, the research addresses this issue. What is evident in the theoretical literature of branding, and almost all the research has pointed out, is that city branding affects three things in the city and the goal of creating a brand is to influence these three things in the city in question. Includes capital, tourist and new inhabitants.This means that by creating a strong urban brand, the city can attract more capital and investors, attract more tourists to visit the city and spend their leisure time there,thus bringing more money to the city, and ultimately residents bringing more to the city, especially

residential part of which is a creative arena, can make the city stronger by its creativity and lead to further development. Now The main question here is whether the absorption of all three items, capital, tourists and inhabitants, is necessary for all cities? Are all cities capable of attracting more tourists and residents? Are the people of all cities will be happy with the arrival of new tourists and residents in their city? And this will not bring the city into newer problems?

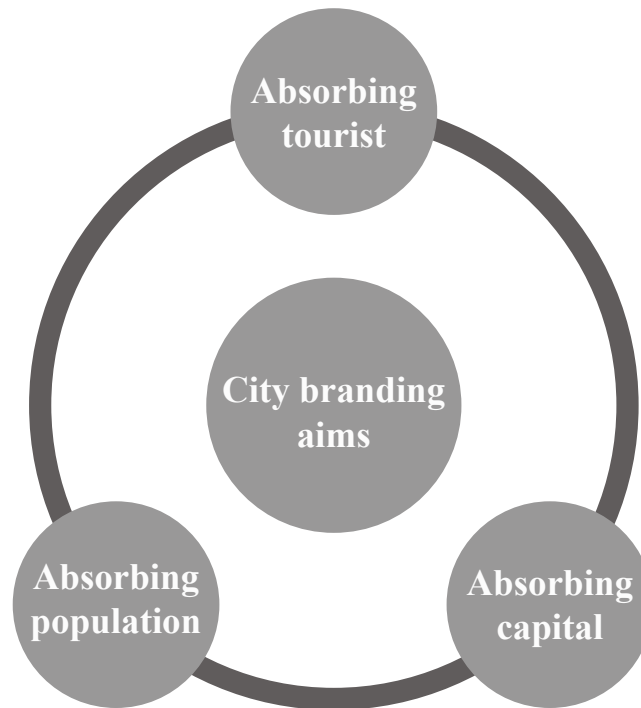


Figure 2.2: The main goals of city branding

As we know, the city has a very dynamic and complex nature and therefore, in principle, it cannot be considered a general framework for all cities, because the problems of cities differ from one another and each has different goals, so it seems that the goals of branding a city based on which brand of a city is also being developed to be more precisely studied. Here, first, the issues that can generally be described for the three main city branding objectives are initial.

- **Capital:** Well, the first thing that comes in mind might be is who will be dissatisfied with capital inflow into a city? Capital inflows to the city will lead to business prosperity, economic development, increased jobs, lower unemployment, improved quality of life, urban development with prosperity, and so on. But how can capitalism enter a city or a region as a negative factor? Perhaps this can be brought up with better examples. Consider Tehran's 22nd District, while the development was not fully integrated into the area, due to the high volume of open and green spaces and its position in the detailed plan of Tehran, this area was somehow a hinge (middle space) and west of Tehran's large urban area as well as the promenade of Tehran. This was in fact the purpose of this area, but unfortunately the capital over the past 10, 15 years instead of the development of tourist and recreational areas and the preservation of green areas went to the destruction of gardens, as well as the construction of high-rise towers, passages and somehow destroyed Tehran's last opportunity to breathe. So, the capital could have gone in the right direction, but unfortunately this did not happen. Now even

if we also consider special protected areas, the smallest of which is illegal, but capital can proceed to protect it while taking advantage of special measures, instead of destroying the area. So, in general, it can be said that the inflow of capital to any city can be positive if there are mechanisms in the city that send this capital towards the metropolitan goals, and not the opposite, the important thing here is to know the correct goals.

- **Tourism:** The tourism industry is one of the key sources of economic growth, and many countries try to invest in this sector as a source of income (Jaderi,2016:12). Tourism is the world's largest service industry in terms of revenue generation, so that its growth will bring a lot of social and economic changes. Development of the tourism industry is one of the great importance for developing countries which is of great importance in disadvantages such as relatively low per capita income, inappropriate distribution of income, misery rates, total unemployment rates and definition (significant, limited currency resources and single-product economy) (Rashki and Mohammadi,2015:309). Apart from economic growth, the tourism sector also affects the distribution of income in the countries. The tourism industry seems to have a relatively high coefficient of rotation considering that it is considered a consumer industry and involves many small and medium-sized industries, it does not require early capitalization, and does not necessarily require large-scale investment, lower income groups also benefit from it. And it can help to improve the distribution of income. In the same vein, today, the role and effects of the tourism industry cannot be ignored in human societies. In some societies, the positive effects of tourism are more pronounced and in others there are more negative effects (Khoshkou,2015:39).

For example, the development of tourism as a new rural development strategy can pave the way for creating new opportunities in rural areas, such as: creating income, increasing employment and sustaining growth, financing costs, creating economic and social infrastructure, mobilizing other sectors such as the rural economy, the security and comfort of local residents and the conservation of natural resources and cultural heritage, or contributes to increased pollution, land use change, rising prices, cultural and social changes, and exceeds the capacity to withstand the environment, reduces or increases the quality of life of rural residents. In many of the objective and subjective attributes of the feature Macro-economic, social, cultural and environmental (Mohammadi,2015,122).

Therefore, tourism development will greatly assist in urban development, especially economic development and economic equilibrium, but due to the complex nature of the city, this effect will not always be positive and, given the context under study, these effects can be positive or negative, but how can they affect the development of tourism and reduce the negative effects? Particularly negative effects that due to the inability of the environment to attract more tourists, such as increasing environmental problems, will occur?

The answer to this question may, to some extent, be found in the article (Yakubzadeh,2015); each recreation area has a limited ability to attract tourists, which expresses these limitations often with the concept of the breadth of capacity. The types of range include physical, real and effective (Yaqoubzadeh,2015,24). The World Tourism Organization identifies the capacity of the board as "the maximum number of people who can visit a tourist destination without causing the destruction of the physical environment, socio-cultural, and unacceptable quality of the visitor's satisfaction"(World Tourism Organization, quoted by Yaqubzadeh and quoted by Yaqubzadeh and colleagues,1992). Capacity of visit is of therefore, the great importance, because if the range of capacity is calculated correctly and standardized, more appropriate planning can be done in the field of tourism (Saveriades, quoted by Yakubzadeh,2000). So, in general, the topic of tourism in branding can be concluded that in the case of proper brand definition and the existence of capacity in the city, branding can lead to the promotion of tourism, but it should be noted that despite the positive effects that tourism has on the city

especially in the direction of urban regeneration (in later sections) it may be possible in the event of an increase in the number of tourists from the capacity of that city or the lack of appropriate management or planning or specific characteristics of the population and its inhabitants the city will overcome negative effects; the brand must be tailored to consider all these delicacies.

- **New inhabitants:** As you know, many cities in the world, especially European and American cities, are looking to attract skilled and creative workforce, and instead provide them with a lot of services, branding will also help to attract this category. But is this trend positive for eastern cities or cities in Iran? For example, consider the city of Tehran, the population of Tehran has been approaching the explosion in recent years, and it does not seem that attracting new people into it will help the development of the city and will even create new problems. Without proper brand, Tehran has a lot of immigrant population, and its brand must be defined in such a way that it will not only increase its impact but also have a decreasing effect, but if we consider a city like a migratory one, it has a negative annual growth rate of 1%. What has happened in recent years in this city, it is the departure of the young and active population of the city and their migration to a better life situation. Because of this phenomenon, the employment rate and economic development have also declined in the city, and especially the old part of the city is deteriorating. Of course, developing a good brand will help the city to return, or even the wealthy livelihoods that are being invested in other cities, to return to their city and build it. By branding, the increase in the population, will not always be positive, and it can be said that this phenomenon will be even more negative in Iranian cities, because in addition to the mentioned issues, immigration also includes many social and cultural problems. But in the same vein, we have recently encountered a new phenomenon that is reversal, that is, migration from city to village, or from big cities to small towns, which leads to the creation of villas or second homes, this type of migration can also be a type which increase the population because they are defined that the inhabitants spend at least 90 days per year in these houses. The deterrence will also affect the phenomenon, because of its positive or negative aspect, it requires careful examination. Second residential houses are temporary and, for some time, used for recreational and leisure purposes. Tourism of the second homes is one of the patterns of tourism development, especially in rural and mountainous areas, through the expansion of the ownership of second homes (dormitories or vacation homes). Despite the relatively large history of the formation and expansion of second homes in rural areas, the tourism of second homes has recently undergone a revitalization, which is often characterized by new patterns of production and economic consumption (Kadyrie Massoum, 2015:107). (Einani, 2013), in the article "Assessment of the role of tourism, Second homes in rural diversification, Case study: Valie-Asar Hesar district in Awaj city" has investigated the economic effects of tourism development on second homes in the period before and after their development in which the results show that the expansion of the second homes in the studied area has led to a diversification in the local economy so that the diversity in the non-agricultural sectors is tangible. Also, the development of these houses has improved the production infrastructure (Aynani, 2014). (Dadvarkhani and Mohammadzadeh Larijani, 2013) in an article entitled "Assessing the Economic and Social Impact of Tourism in Second Homes, Case Study: The village of the eastern part of Bandpey, Babol, have" tried to address the socio-economic consequences of tourism in the second homes in the region, per the views of the target community.

The results of this research showed that in the field of economic development of seasonal occupations and in the social context, increase of facilities and increase of social crimes respondents agreed to the questionnaires.

The research also showed that the authorities and owners of the second homes, with the expansion of these houses, and the permanent residents of the villages concerned, considering the awareness of positive economic impacts, did not consider the development of the villas due to its social damaging and opposed the formation and development of it (Dadvararkhani and Mohammadzadeh Larijani,2011). In this regard, (Ghadiri Massoum,2015) believes that the tourism of the second homes, like other tourism patterns, can have many effects on the areas where they are deployed. In some cases, these effects are beneficial. For example, old dwellings in a place (village or city) may be rebuilt or converted into new homes that, in addition to enriching the environment, provide residents with temporary or permanent employment opportunities, raise revenue for local stores, and have other facilities. However, extending ownership of second homes could have a negative impact on these areas. The expansion of the second homes can damage the environments by disrupting the visual beauty of the villages or, recently, in small cities. Of course, the social effects of the ownership of the second home should be given more attention, especially since the expansion of the second homes reduces the possibility of building housing for the locals. This is most noticeable in areas where planning policies for new housing construction are increasing; increasing demand for second homes in supermarkets enhances the price of these homes so that local people cannot afford to buy a house; young people due to housing problems in local communities emigrate to cities, and thus the social structure of local communities; And the influx of non-rural wealthy people into that areas can spark local people's indignation and cull their culture; however, many studies have shown that homeowners try to devote themselves to local communities. Therefore, one of the issues facing rural tourism planners is to strike a balance between the demand of wealthy urban residents for buying or constructing second homes in rural areas with the needs of local communities in housing (Ghadiri Masum,2015:315). Regarding to the mentioned cases of attracting new inhabitants to the city, it should also be said that there can be no definitive answer to the positive or negative evaluation of this phenomenon, but what is clear is that this phenomenon can have very negative consequences and cause many problems for Cities .As a result, urban planners in the city brand design should pay attention to the fact that the city brand takes a clever way towards the city's goal in this direction, and if the city does not have the capacity to attract new inhabitants, or that the capacity is limited it should be calculated in the planning and the brand is should be create in such a way that it does not cause new problems.

2.3 The Impact of city brand on city development and recovery

As previously stated, one of the objectives of this research is to investigate the relation between city brand and city development and its regeneration. Accordingly, in the study of theoretical foundations of research, firstly, the theoretical literature related to the brand of the city was reviewed for further understanding of this concept and, in this clause research is needed to better define the concept of urban regeneration to better understand the relationship between these two categories.

2.3.1 Urban regeneration

In recent years, a concept has been added to the theoretical literature on urban planning, and the rehabilitation and the conservation of urban textures called urban regeneration, or a bit later, sustainable urban regeneration has taken some of the place of many earlier outdated approaches or has optimized more appropriate approaches. A methodology that is adopted today to promote the quality of life and application of more creative methods.

Urban restoration and reconstruction approaches as evidenced in Figure 2.3, the evolution of urban regeneration, renovation and redevelopment has evolved into a renaissance. In this way, they have experienced the transfer from the sphere of attention to the body and the field of emphasis on social, economic, cultural and artistic considerations (Pourahmad, 2010:73).

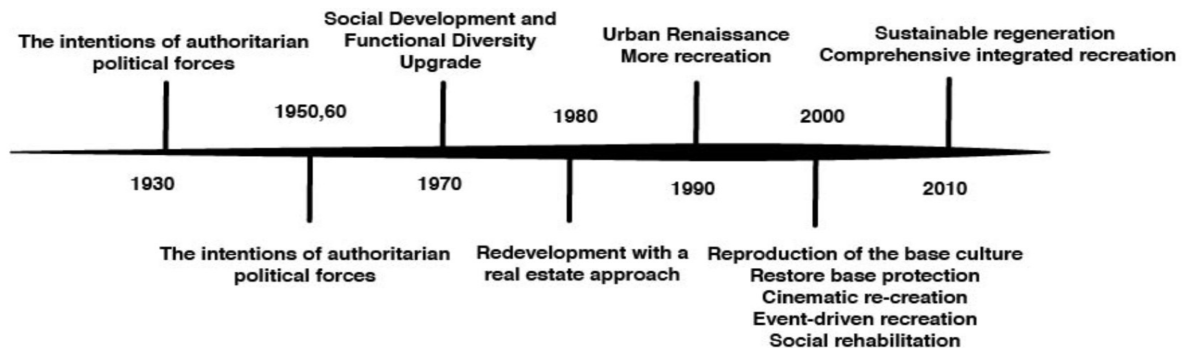


Figure 2.3: The history of different dominant approaches to recreation (Source: Bahreini, 2014, 20)

In this regard, in considering the developmental evolution of urban renewal as part of urban development, it is noted that the type of look at the methods of intervention and the actions taken from the intensive, macro-scale projects with compelling backgrounds and more emphasis on the physical and economic dimensions and also, the domination of modernist ideas and the lack of attention to socio-cultural consequences in pre-adolescent approaches have shifted to more flexible, gradual, wise and comprehensive measures. In this way, more emphasis was placed on socio-cultural issues, economic issues, the formulation of a coherent and long-term strategic vision and, following the emergence of sustainability paradigms and sustainable development issues, first, environmental concerns were strengthened, then in the evolutionary process of regeneration, the approach strengthened social stability and the role of the people and local communities, as well as efforts to sustain and to stimulate local populations and the participation of private sectors in investing and coordinating with the public sector. These changes in the modes of action of the events and thoughts governing the movement of ideas at any time controlling and authoritarianism has been influenced by people-centered, social, and culturalism attitudes. Therefore, in pursuit of the promotion of quality of life as the goal of sustainable urban regeneration, the integrated approach, the application of the concept of participation in the cooperation of private and public sectors, the attention of the role of people and local communities, the emphasis on local identity and sense of belonging to the place as principles determining sustainable urban regeneration. Thus, it is proposed that in the perspective, objectives and strategies for sustainable urban regeneration with a social approach, cities as competitive places, with the preservation of indigenous charm and distinctions, vibrant and socially, inclusive and economically prosperous have an area of a generous living in order to create a stable place (Bahreini, 2014:26). This process is a tool by which cities challenge their shortcomings, correct their mistakes, and reconstruct themselves. Through urban regeneration, a city can fully offer its capabilities (Urban Land Institute, 2014). Also, urban regeneration is a process that leads to the creation of new urban spaces by preserving the main spatial (physical and operational) characteristics. Urban regeneration is a comprehensive and integrated approach and a set of measures that will solve urban problems, in such a way that permanent improvement in the economic, physical, social and environmental conditions of the context has undergone a change (Bahreini, 2014: 20).

In this context, cities have realized that to compete effectively and to build a positive contribution to the world of knowledge, it is necessary to build a positive identity, either through the existing cultural heritage (which may have been neglected) or with items to create new consumer products (Jones & Evans, 2008, quoted by Rezaei Parto & Hudson, 2014). It is here that perhaps the initial link between the components and effects of urban brand and re-creation, that is, in the redevelopment of a base or heritage culture, may be based, so it might be better to focus more on a cultural re-establishment of culture-based basis. But before that, it is necessary to envisage the basic principles of urban recreation lawyer.

2.3.2 Principles of urban recreation

The ten basic principles of urban regeneration are as follows (The issues raised in the 10 Urban Recreation Principles are all expressed in a report written by the Shanghai Municipal Institute, which, per its simple and rigorous language, explicitly outlines these 10 principles, this document has been adapted in this section. The author can extract the results from them)

- **Creating a long-term vision**

To manage long-term and short-term goals, decision-makers must act strategically. They must create a vision that has come from basic needs and addresses future needs and aspirations. Long-term thinking is a different way of thinking. Creating a quick solution is easy; making long-term success is more complex and incorporating more risks. But long-term creative solutions need to be proposed in the face of short-term solutions that may lose their effectiveness over time. This vision should only represent physical development, but should also reflect the economic, social and environmental effects.

- **Design for the people**

Cities are for the people, and building people-friendly cities is important. The importance of giving people the impression of urban design seems to be quite clear. But that was not always true. Previous methods of urban planning were generally based on the dominance of the car on the pedestal, and the huge fields of that era did not become attractive places to spend leisure time, and design-based on another car made the traffic difficult and it made the access to the pedestrian more challenging. In the 21st century, the recreation of places by the outdated methods did not require them to follow those paths. Contemporary design thinking is human-based, instead of machine-building and sustaining the community, rather than personal gain. People of all ages and levels of ability need to have easy access, easy navigation, and proximity to the places they are looking for. The walls and the streets themselves should be built on a human scale. Urban blocks should be designed in small parts to enhance permeability. The user should be combined with transportation, especially public transportation to increase communication and to make an easy access to specific places. Design for people is a design for ideals.

- **Preserve historical heritage**

Recreational projects should maintain as much as possible existing inventories of cultural, historical, or aesthetic values. Projects should try to reuse, improve and restore the facilities that one location can provide.

- **Build integrated networks**

Good cities are a collection of good neighbourhoods, good spaces and good places that are attractive and efficiently connected to each other.

- **Optimize the use of land**

The intensification of land use is one of the ways to optimize the use of a place. The best use of a location is suitable for its location, is flexible against changes and is built for the long horizon.

- **Life in public spaces**

Public spaces are considered suitable when they are usable. Cities do not necessarily need more open spaces.

- **Promote cooperation and partnership**

Success is not based solely on design expertise; it also requires the promotion of cooperation among many people to act as urban regeneration.

- **Creating sustainable community**

Sustainability plans must be more than just a single building. They should encourage community- friendly bicycle and walking communities by prioritizing public transportation, small urban blocks, compact roads and mixed use development.

- **Integrating economic development**

Urban regeneration should target the best use of land for the people to achieve greater productivity, economic dynamism and more jobs.

- **Creating diversity**

Creating diversity is one way to transform a place from a disgusting environment to an attractive one. Improving a range is not enough. But the goal should be the beautifying so that the people and residents feel that place and sense of emotion (Land Institute,2014). Of course, about other sources, one can consider other fundamental principles for this concept, but the author's reviews suggest that the above principles, given their diversity and comprehensiveness, can include similar cases, as well as their emphasis on inner capacities, show a stronger relationship with the concept of branding.

2.3.3 Urban regeneration of culture-base and heritage-base

If it is properly planned for culture, it can also be economically viable. This category can be a catalyst for urban renewal and offers a new image for the city, but it should be noted that culture is not a temporary tool and must be planned(Cvijić,Guzijan,2013). In the same vein, “recreating culture- based” can be considered the most important urban regeneration approach in the last two decades. The application of culture in a strategic position, with the aim of achieving an economic and prosperous mechanism that can embrace development goals and a

cultural-oriented city for cities, is a procedure that has been given great importance in the context of urban regeneration. Rebuilding the culture of the foundation, by designing basic concepts like the use of innovative economic areas and what is called the creative industries that it can be found in the context of the inner contexts and the central core of the cities, with the confidence in the results of the process of rebuilding, the exploitation of the cultural and its positive features. This approach respects the body of the yesterday and adds new structures in line of it. Plus, it adds content and functionality, which is based on its cultural and social flow and its infrastructure. Such a look brings about a kind of convergence in the purpose and means of urban regeneration (Lot ,2010:47). Also, “cultural-based urban regeneration”, which is a contemporary and integrated approach, places cultural activities and events as facilitators and the driving force behind urban regeneration. In this approach, “event management” is the focus of recreation, and cultural events have a lot of public interest. In the process of recreating a culture of culture, usually a collection of designs for public and administrative use is designed or reused; new spaces are used in urban spaces, and new events and activities that can enhance the reputation and popularity of places in the future are suggested. The reintroduction of the heritage-base also has a close relationship with the creation of a culture-based basis; In this case, it can be said that “protecting and respecting the places of public value among the people is very important as part of the process of heritage-based re-creation.” In the context of the consideration of the legacy, there is a long-term commitment to the protection and reuse of historical and heritage assets” (INHERIT partner organizations, 2007: 16).

Therefore, regarding the mentioned cases of urban regeneration, especially urban recreation, as well as urban-branded and regeneration, it can be concluded that urban regeneration emphasizes the use of culture, historical heritage and internal potentials to improve the status of urban texture, especially the historical context, so that the urban development process can be sustained and continue its own without major interventions. This is, in fact, one of the most important urban branding goals, and it can be said that in the case of the definition of a good brand for a place or the city has taken an effective step towards sustainable urban regeneration. In the same vein, an article titled “Cultural and Historical Heritage, an Asset for Urban Branding” states that if we consider culture as a kind of production heritage to attract tourists and thereby boost economic growth, then things they identity and sense of place can become an assets in urban branding”(Cvijic,Guzijan,2013:23).It can also be said that the legacy in its types is tangible (like the artistic environment, places and landscapes) and intangibles of history, identities, celebrations and cultural affiliations (known locally by branding experts as an important element in branding of the place, and the impact and value that can be Worth Considering TBR’s Economic (Research Team, 2016: 21).

Per the surveys, the goals and strategies for branding and urban regeneration can be summarized as follows:

- Emphasis on long-term strategic planning and vision,
- Emphasis on the effective and important role of peoples and residents and the benefits of social participation,
- Emphasizing the use of internal capacity for development,
- Emphasis on the use of historical heritage and of course preserving and reviving it,
- Emphasis on the use of cultural heritage and the preservation and dissemination of local customs,
- Emphasis on events and the use of special events to attract capital,
- Emphasizing the use of round-up capacities to attract large-scale and incredible capital and, consequently, to the success of the fields,
- Improvement of the visibility of the city and strengthening the mental image of the city to enhance the sense of belonging and association of the city,

- Emphasis on the use of creative development and innovative ways of attracting capital, tourism, residents, etc.,
- Creation of new urban spaces with respect to the preservation of the general socio-spatial characteristics,
- Attention to the creation of competitive locations, while preserving the indigenous attractiveness and distinction,
- Promoting identity and using it for further development.

Now, after proving the strong link between urban branding and urban regeneration and the importance of the cultural and historical heritage in this field, the characteristics, capacities and values of the strong cities and the multi-year history and culture should be analysed, as well as how the urban branding as a driving force in this way to explore cities most.

2.4 The importance of using the development stimulus in the historical context

The old textures of cities often include works and historical regions. Today, in most of the old towns, these areas are among the worn-out tissues and the surrounding tissue and are being forgotten or destroyed, and sometimes cleaned. Works that have a certain elegance and beauty, and developed the original people with their creative spirit for many years, and based on their traditions, culture, religion, livelihoods, and the customs of the society, have given us the image of national identity for us. In this regard, our country is one of the few countries that are very rich in historical monuments and architectural and urban experiences (Khalilabad, Agha Safari, 2008:70). A coherent set of architecture, culture, economics and social exchanges a city-centered structure with a historical background makes historical textures over time. The necessity of this emergence is the importance of the climate and attention to the native cultures of the region (Kordvani, Ghafari, 2010: 21). The historical texture of cities is part of the national and cultural capital of the country, which is not only aesthetically and continuity of collective memories and identity but are valued as they are habitat and livelihood of millions. However, these tissues have negative characteristics such as disturbance of the landscape and the lack of proper access, lack of facilities and urban facilities, confusion in the economic and social structure and physical exhaustion of structures, which has led to the evacuation of a large number of these tissues (Khalilabad, Agha Esfari, 2008: 69). Legacy belongs to the entire nation, and care and protection of the historical environment is the common responsibility of all people (2007: 14, INHERIT partner organizations). People value the historical environment as part of their natural and cultural heritage. This phenomenon distinguishes quality, meaning and feelings in our place of life and improves the sense of belonging as a kind of economic and social asset and resource for learning to seek. (INHERIT (2007) ,14,) partner organizations, because of the conservation and revitalization of this historical and cultural heritage it seems essential to use innovative and sustainable methods. “The main objective and the basic strategy of interventions for the reconstruction and modernization of historical texture and their design is to restore this collection to life cycle. The survival of the texture depends on its activity and its participation in the current life of the city.” (Kurdvani, Ghafari, 2010:19). One of these innovative methods, using its own capacities of the city and its people, as previously investigated and its relation to the concept of regeneration has proven to be the use of urban branding as a driving force for development. Economic orientations in the early 20th century approach, the protection movement has a new role for historical structures. Therefore, and the historical environment becomes an important source in the urban regeneration process. In recent decades, the development of the tourism industry as a source of employment for the development of related industries in the historical environment, as well as the reuse of historical

structures and the creation of new spaces as a driver of development, have attracted the attention of urban planners and policy makers. In the latest document issued by the British Legacy entitled “Principles of Conservation: Policies and Guidelines for the Sustainable Management of Historical Environments,” the concept of protection is widely introduced as follows:

“Protecting the management process of changing an important location in the context of the city in which its heritage values remain in the best possible shape while opportunities are discovered to reveal or reinforce the values of this work for present and future generations” (Izadi, Feizi, 2009:75). City branding can also attract new employees and citizens to the city by highlighting the true and believable positive ties by using specific methods and thus improving the image of citizens and foreign people towards the capital city, especially tourism capital. The cultural and historical heritage, as well as the city’s economic development, improves the economic conditions of the residents by engaging them in their branding and empowerment program, enabling the citizens and internal actors to improve their urban fabric. There will be no need for serious intervention and its essentially negative consequences, and the texture will be restored on its own, in a sustainable manner. Therefore, it can be said that urban brands will become a kind of economic engine for the reestablishment of valuable and historical textures. In the words of Rezaei and Hudsoni, the specific concept of flagship prominent projects originates from the United States. Baltimore for many projects was offered to some of them. The long-term roadmap was an experience, and its poor image was the product of non-investment, deprivation and social unrest in the 1960s. In 1970, a city exhibition was held, which successfully united some of the heterogeneous neighbourhoods and interest groups. Within two years, the exhibition attracted nearly two million visitors. Social pride was rebuilt. The result is the construction of the Maryland Science Centre, National Centre for competitions, coastal recreation, hotels, and a variety of facilities. Recreation and retail. Baltimore was introduced in Time Magazine, the new-born town, and its core harbour was the international tourist destination, and thus the index project was born “(Rezaei Pareto, Hudsoni, 2014: 39). But it is still necessary to answer the question, why a city with a historical past and cultural heritage with valuable elements should be taken into consideration by urban managers for branding? The answer perhaps lies down in in the article “The reputation of the motorized city Metropolitan Economy “by Sayyid Ataullah Sinai”:

This reputation is a legendary and historic one. In the long run, a drop of droplets is collected and, in a relatively long history, called a city, a cultural city, a commercial city, a historical and tourist city, a religious city and a pilgrimage, a scientific city, a historical city, or something else. These brands are born and go. A brand of place created by policy makers over time or even during the historical and natural experiences of societies is a picture of the inhabitants of a place of their own in the minds of their citizens and other countries create and plan for development along with it (Sinai, 2014:11). In the same vein, “urban identity is the result of a long-term process that has historically and historically and historically cultural heritage elements, is a reflection of the collective memory (Cvijic, Guzijan, 2013:23). Therefore, it must be concluded that the background defining a distinctive and successful brand is the existence of certain attributes and qualities that are found essentially in textures of historical and cultural value. And it can be found less in new cities, as previously mentioned, the Dubai brand was unsuccessful, but this does not mean that the rest of the cities cannot choose a suitable brand for themselves, but it will certainly be difficult and require accurate planning. Otherwise, the process of branding with failure and wasting energy and capital of the city will face.

2.5 How to Define a city Brand (Branding Tool)

In previous sections, the reason for choosing a branding approach in dealing with valuable and historical contexts was discussed and it was proved that this new concept could serve as a stimulus for development in recreating these areas, but now it must examine the methods, tools and steps of branding. So, that they could ultimately be used in brand planning by Damavand.

2.5.1 Creating a city brand

The creation of a city brand is a huge project that involves many factors such as economic, environmental, social, and so on (Jing, Yuan ,2009: 86). For a good city brand, there must be clear features that can easily be identified that includes functional qualities such as the people's experience of the city, the people's belief in the city, the city represents and what kind of people they live in. Nevertheless, it seems marketing managers anywhere have different perspectives on how cities should be branded (Pfefferkorn,2005: 2), But this article has been tried so far to generalize the points that help to become a city, and finally, in the later stages of the study, and per the special features of the study (Damavand city), this kind of localization was made.

- Graphic design

Cities use graphic design as a tool to help bridge the city's name with its features and display brand identity. It can also be used on sites and brochures for tourism, audio and video, advertising, and especially the design of logos. A city logo can be used to strengthen a brand by creating a positive image and an initial impression in people's minds. Also, the logo of a city as a brand identity shows the city's qualities to the stakeholders, such as the New York City promotional logo called "I Love New York "that was built with a New York brand campaign and contributed effectively to turning New York from a mass crime city played a tourist destination (Asadullah Zadeh,Mirmani,2014).



Figure 2.4 Barcelona logo design
(Source:<https://dribbble.com/shots>)



Figure 2.5 Paris logo design
(Source:<http://logoaday.co/visit-paris>)

- The motto

In recent years, the slogan has become a common way of improving brand identity and image of the city. Most efforts have come to an end; the slogans are made more zealously and more charming and displayed in more creative and appealing ways. A simple slogan can raise awareness about the concept of the city and improve public view of the place. "A city that never sleeps" is a famous slogan from New York's song that has been successful in attracting people's attention. Also, in Iran, under the slogan "Isfahan Half of the World", which, if accompanied by

other principles of city branding, could have a more significant role in the introduction of the brand of Isfahan even globally (Asadollahzadeh, Mirmaneini, 2014).

•Architecture

Having an architectural sign quickly recognized by anyone anywhere in the world, such as the Eiffel Tower, the London Eye, and the Pyramids, can make the city famous. These architectural signs can be buildings, bridges, memorabilia, symbols, signs or observation towers. An icon of an architecture that is quickly recognizable and visible must be indicative of the values of the people who live there; for example, the statue of freedom in Tehran is the symbol which is welcoming travellers. (Asadullah Zadeh, Mirmani, 2014).



Figure 2.6: Doumo, Milan
(Source: <https://www.productionparadise.com>)



Figure 2.7: CASA BATLLÓ, Barcelona
(Source: <https://matadornetwork.com>)



Figure 2.8: Eiffel tower, Paris
(Source: <https://www.nyhabitat.com>)

It should be noted that “the sense of place” is evident principally in the heart of the historic cities of the ancient fabric, and this feeling will be different in the newly constructed areas. So, it is important to pay attention to the range in which the new architecture icon will be built (Riza, 2015, 273).

• Events

Large events that include major sporting events such as the London Olympics and the World Cup or Festivals, such as the Ken Concert Festival and Caravan Rhône, can attract tourism and investment, and thus strengthen brand identity (CJI, 2013) defines big events as follows: events scheduled during a given time that have one or more of the following double effects on the host area: travel volume, tourist purchases, advances that increase the level of awareness and image of the city is positive, and the development of related infrastructure and organizations that have a significant impact on increasing attractiveness and potentials (Lee, 2013:2).



Figure 2.9: Rio festival (Source: <https://timedotcom.files.wordpress.com>)

City streams can be an identity card for cities, and along with a change in the city's image, the economy will change. Many of these events have redefined the industrial centres of the cities and have succeeded in the long run. An examination of global experiences shows how events such as the Edinburgh Festival (Edinburgh) (in Scotland, or events of a more local nature, such as the largest shopping mall in France), the great antique exhibition in Lille, have succeeded in this. Although this approach may look like a new one, it is also a phenomenon of urban tourism, one can look at these cities with the help of their cultural heritage, which is often overlooked. It has become an active destination for tourism and potential economic capital. The use of this approach has progressed to the point where the small but historic city of Melun in France has been using annual festivals dedicated to the presentation of special products and Specific cheese attracts many tourists on that year, making it even stronger. Many commentators believe that after 1960 we entered a new era in which the development and marketing of the city are key objectives of important events. The 1960 Olympics in Rome is the first instance of urban development resulting from an event. Currently, Barcelona is the most famous example of this kind of strategy. As commentators speak of the "Barcelona model" of urban development, whose distinctive feature is the use of important events as a pace in urban renewal.

- Urban planning and design

Urban space with its unique physical features is an important element in the city's charm. In addition, the physical environment plays an important role in urban marketing, through its impact on urban concepts, using its own physical characteristics, an object which is in fact the pursuit of branding. Thus, it can be said that the overall impact of urban planning and design is also necessary in branding.

2.5.2 Citizens and brand names

The role of citizens in brand building should not be neglected either. Although this depends on the approach taken by the brand, and in proportion to this, the degree of citizen participation in the brand is changing, at a glance, the citizens of each city, the owners and ambassadors of the brand in and out of it cities should not be ignored), and the two-way relationship between the citizens and their effect on the brand building of the city should not be ignored. Regard to the relationship between citizens and the city brand, if the citizens of a city do not know, consent, and do not interfere with the brand making and branding processes, branding does not come to the end. Some cities that originally put urban branding issues on the agenda did not pay attention to citizens' satisfaction and ignored it. In fact, branding for those who followed this was at first either a target market (mostly tourists) (which they merely branded), with the hope that the brand will increase the attracting tourists and it produces value added, and in the next steps it was also sought to attract foreign investors. Some cities aimed at attracting students, and others went to the sports market, such as Wales, who chose golf for branding. In fact, in these cases, for branding, were outsiders, that is, the customer or the tourist. But as time passed as this process, some of the experiences were unsuccessful. Studies have shown that one of the reasons for city failure in branding, has been dissatisfaction or lack of citizens' awareness of the subject. In advanced countries, the Leeds sample in England is remarkable, or Sivas in Turkey, and even the city of Istanbul, even though the brand has long been designed, faces a lot of problems. There was dissatisfaction with taxi drivers, guards, customs, and so on and this caused the tourist's dissatisfaction which gave them bad feedbacks from the city. It was here that the issue of internal branding or attention to citizens was raised. But when the branding began for citizens, they concluded that it was not so simple. You can attract a tourist with a series of

promotions and media efforts. But domestic branding is a difficult task. If citizens are not satisfied with the city they live in or they do not appreciate the benefits of branding, then branding will be a serious problem. Therefore, this requires new programs, such as increasing the citizen's satisfaction from the city they live in and creating an interest in the citizens and their place of residence.

To create interest in the citizens themselves has different methods. One of these methods outlines a common vision of the city's future for the people. It means defining a perspective and presenting it to the people in such a way as to show the future of the city after branding and its reflections and benefits to citizens in a clear way. This method is the first step in explaining the nature of the name, which changes the nature of the city in the minds of people. This can be seen in all successful cities in this area. The second step in line is the citizen's target for absorption. In advertising, it's said that everyone is equal to nothing. If you want to attract everyone, you cannot attract anyone. So, for this matter, it is the first attempt to attract people from the community that are influential and to work on them to attract other strata. In the Western countries, people are attracted by well-known people who are usually artists, athletes and other personalities of interest to the public, such as academics. They begin to brand urbanization with reference groups. Another step is to define the city's products. This product may include metro services or sightseeing. In a word, it is clearer which products are used by more citizens and may be viewed as branded products. The final step is the propaganda that is eventually organized afterwards (Moghaddam, 2014:13). Once again, it is proved that, like any urban plan, it must be done with the participation of citizens. City branding is no exception to this, and perhaps even more difficult in the branding process.

2.5.3 City brand audience

Involving all stakeholders in the branding process is essential. Local authorities and the local community as well as tourism institutions should also be considered. Creating a successful brand depends on collaborative activities and all stakeholders. Retraining cannot be done by a weak expert group (Cvijic, Guzijan, 2013: 27). In the branding of citizens ,as mentioned ,the three sections should be in one of the domestic citizens whose satisfaction is important, the second is the tourists who enter the city and have material benefits for them, and thirdly, the stakeholders. In any situation branding depends on stakeholders in the city, which, if they are not satisfied and unprotected, do not continue to be functional. Therefore, at least these three groups should be familiar with branding concepts in their concern. Of course, there should not be a common brand model for each group, but for each one, brand details must be designed in a separate form. The initial approach to designing a brand, which includes all three, is now under question. Because citizens have a conceptual concept of their city, and tourists have something else. There are many examples in the European and American cities, which have already gone through these trends. For example, in San Francisco, one of the interesting things about branding is to attract tourists with different things like "A city next to the water" and "A popular city" and slogans such as "A city that knows how", but This motto was meaningless to the citizens and alienated them with their city. Consequently, they could not create an incentive to cooperate (Moghaddam,2014:13).

So, in general it can be concluded that creating a successful brand for the city is a very difficult task that requires different principles and rules in various stages. In the strategic planning, brand definition and brand perspective are the whole point of view of Stakeholders and actors. At the branding and marketing stage, there are also infrastructure issues and various branding criteria, and ultimately the targeting of groups in the final stage is important.

City branding is a serious program for cities. In such a process, coordinating the plans and actions of institutions, organizations and urban areas in pursuit of the city's motto, integrated urban identity, attracting visitors and investors, which promotes urban economic growth and prosperity is necessary. Each city must recognize its strategic success factor its essence from its core (Moghadam,2014:17). In this regard, it should be added that in strategic management, there is a discussion with the title of the Strategic Successor (SSF) that enters the debate which has been branding. It is said that in the city branding campaign, SSF should identify each city, that is, the strategic success of that city, compared to its competitors. Also, it should be recognized in the industrial name of tourism. In the minds of the audience and lead to success in branding. The driver's success factor, which is a competitive advantage, is where investment can be made and allocated to those resources. For example, if we have accepted that in the tourism industry of Iran, SSF of Shiraz is history, all strategies - from branding and so on-should focus on it. Maybe the nature of the city is good, but it's history that SSF defines as the main figure of this city. In fact, branding is always a strategic process that must first be identified as a success factor, for which the agent is involved with different actors with various visions, targeting and policy making, a brand strategy design, then these can be found in most thematic and topical projects. Urban and promotional campaigns, ultimately set up an operational program to identify the roles and responsibilities of each of the actors involved in branding, as well as how to finance the projects. The point that has never been forgotten in urban projects, especially branding, is to evaluate and monitor the implementation of the project, which is also important in branding. It should be run by a team of experts and with the participation of all actors, especially the people.

2.6 Global experiences

Now, after studying the concept of branding, its relationship with the reestablishment of historical and valuable cities, as well as branding methods, should bring examples from Iran and the world in this regard. Unfortunately in Iran it can be said that branding remains at the research level and no specific executive action can be considered, although it attempts have been made in cities like Rasht, Tabriz, Mashhad and Tehran, but none of these have been extensive as they should be. It can be said that exploring examples such as New York and Berlin, which have been making many efforts for many years, are a great help in defining their shortcomings and creativity in branding.

• New York

New York is the most populous city in the United States, which today has a significant impact on business, finance, media, art, technology, education and entertainment, and has been introduced as the world's cultural capital. The New York City branding process reflects the fact that even if a city is in crisis it can be transformed into one of the world's most powerful cities by using urban brand theory and changing its mental image.

Although New York has many attractions for both tourists and citizens, such as the Central Park, the Empire state building, the Greenwich Village, the Museum of Modern Art, the Statue of Liberty, the times Square, the United Nations, the New York Public Library and other attractions throughout this for many years, it has failed to succeed in attracting the population, as it lost 825,000 people between the 1970s and 1980s, and the main reason for this was crime and high housing costs. New York City's severe economic downturn and bankruptcy prompted urban managers to think of ways to recapture tourists, with a total of two major branding efforts

in New York City, the first of which was the creation of a campaign called “I love New York” It was still one of the most recognized and successful activities in branding history. In fact, the campaign came up with advertisements such as making a logo for their slogans, selling shirts that it was written on, media and other ways to propagate their hide-and-seek out of the hidden potentials of New York. (Sadeghi Moghaddam,2013:3)



Figure 2.10:New York city 100 years ago
(Source:<https://www.stuffyoushouldknow.com>)

The second attempt was to reduce crime, because crime was the most important reason for the crowd to leave the city. They came up with the “Broken Window”¹, described by Pfeiffer Corner (2005) as follows: “If the window is broken and not repaired, the people passing through it conclude that nobody is responsible. Soon more windows will be broken, and the sense of lawlessness and chaos will be broadcasted from one building to the street, and this indicates that everything will happen. This is the theory of pervasive crime. It suggests that crime is compromised as it tends to be contagious (Pfefferkorn,2005:33),so they attacked the heart and centre of crime in the city of New York, which was metro, in a symbolic movement they cleared any signs of street slogans on the trains to warn saboteurs that no other irregularity would be tolerated. This was an attempt to brand New York City and transform it into what it is today, a flourishing and prosperous city with a strong economy that is a tourism centre and even an incident like September 11, could not have sustained economic damage on it.

- Berlin

Once upon a time, Berlin was a beautiful, architectural and cultural city with an unusual architectural style that displayed all the darkness of the twentieth century; today it also has attractive sights such as the Opera House, theatre halls, museums, galleries and film festivals.



Figure 2.11: Berlin landscape
(Source: <https://www.fototouren-berlin.de>)

Although Berlin was a beautiful and historic city, it did not have a good brand image like other European cities like London, Rome and Paris. Berlin was in a tough competition with other European cities to play a role in the globalization process. It can be said that the biggest problem of branding that Berlin had to overcome was the effects of the Nazi crimes during the Second World War and the Berlin Wall. That is why the branding process in Berlin was the answer to how they can use its positive and negative qualities to save it from dark fortunes and advance to bright future. One of the biggest efforts Berlin brand making was the launch of a campaign with the motto “Be berlin” . It uses parallel two distinct brands: be Berlin and meet Berlin.

The “Be Berlin” campaign was first introduced in the spring of 2008, and this way Berlin was an attractive venue for art and culture, science and commerce, as well as work and life. This campaign has been very successful in developing and introducing the Brand of Berlin. The campaign began in 2008 as a marketing campaign for the Berliners to promise their city. Gradually, the brand “Berliner” took on a national and transnational dimension. The tourism industry of the brand “Meet Berlin” uses special tourism markets for major markets in Germany, Austria and Switzerland. The main sponsor of the campaign was Senate and mayor of the city. The participants in the brand planning and decision-makers of the campaign are the Senate, the Berlin Tourism Marketing Institute (BTM), and Berlin Partner.

The Senate defines the main axes and guiding principles and adopts brand plans. Berlin Partner and the Berlin Tourism Marketing Institute are marketing companies whom their role is to introduce and promote the city. Examining these two experiences shows how successful cities of the world have been able to exploit an appropriate brand.

2.7 Introduction (Rethinking the city branding construct)

As a concept that is still growing, city branding as a solution to the current business management challenges has its own limitations and these includes the following: First and foremost, branding a nation is a very complex and time consuming activity that can even take two decades to bring tangible results (Vatahov, 2006). The current economic challenges demand quick solutions and therefore city branding may not be the immediate panacea. City branding is more effective if implemented as one of the longer term solutions to a country's economic challenges. Some countries also lack the expertise to successfully implement a city branding programme and in that case it may be necessary to contract international city branding consultancy firms. However, these firms are very expensive to contract and may middle eastern countries cannot afford to hire them. Another challenge is the lack of a theoretical framework. (Graham Hankinson, Comprehensive brand development for cities and regions chap.2) As alluded to earlier on, city branding is a relatively novel concept and there is very little literature available to guide both academics and practitioners on best practices. In addition to the absence of a theoretical framework, the other limitation of city branding is the presence of mixed results and lack of consistent benchmarks. City branding has been successfully implemented in countries such as Spain, New Zealand, Hong Kong, Singapore, Ghana and Sweden (Szondi, 2007). It has however dismally failed to achieve the desired results in Nigeria, Tanzania, UK, and Rwanda. For countries such as South Africa, middle eastern countries, Croatia and the USA the benefits have been minimal. For instance, city branding initiatives could not be sustained in Tanzania and Rwanda because of funding problems. Also, lack of government support is another impediment to nation branding. Hence, for any city or nation branding programme to be successful, it must be supported financially, materially and morally by the government. Government policies must be in line with nation brand objectives. Finally, nation branding is a common programme by a common people who want to achieve a common purpose. The programme must therefore have the support of all stakeholders including the government, private sector, non-governmental organisations, religious leaders, academics and the general public. Achieving alignment and coordination among different stakeholders with different interests is an enormous challenge indeed. City branding challenges governments to align political and economic policies with branding objectives and this is an uphill task to climb for many nations because according to them 'business and politics cannot intertwine'. Surely country branding is a long-term panacea to the current economic challenges but however it becomes poison if it is misconstrued, haphazardly implemented and used as a cover for bad socio- economic and political policies.

2.8 The limitations of the concept "city branding" (A critical point of view)

The analysis of the conceptual development of mainstream and place branding raises several important issues. First, while mainstream branding has diverged into specialist domains, place branding is emerging as a domain through a process of convergence. While the launch of the Journal of Place Branding and Public Diplomacy provides concrete evidence of this convergence, a comparison of conceptual development in mainstream and place branding suggests that the overall rate of convergence and movement towards a fully developed domain is slow. (Graham Hankinson, Comprehensive brand development for cities and regions chap.2)

With the exception of the significant volume of research into the concept of place image (notably in the tourism domain), articles relating to other concepts forming and reflecting the mainstream branding construct are still considerably less numerous (Graham Hankinson,14,2015).

The analysis presented suggests that place branding has however, been significantly strengthened by its links to mainstream branding. These have enabled the study of place branding to progress beyond its narrow focus on image towards the more rigorous introduction of mainstream branding concepts, allowing the place branding domain to form and develop a common body of theory. As a result, researchers from across the place branding spectrum now recognise and cross-reference each other. Domain delineation however, is not yet complete. As Figure 5.1 depicts, place branding is, at present, an umbrella term which encompasses the literature from at least five areas including the branding of cities, destinations, retail centres, nations and regions. But all of these share common problems as evidenced by the increasing amount of overlap between these contributions. For example, nation and regional branding is, to some extent conflated with destination branding (Anholt 2004; Hanna and Rowley 2008). Furthermore, destination and retail centre brands reflect alternative positionings rather than different types of place.

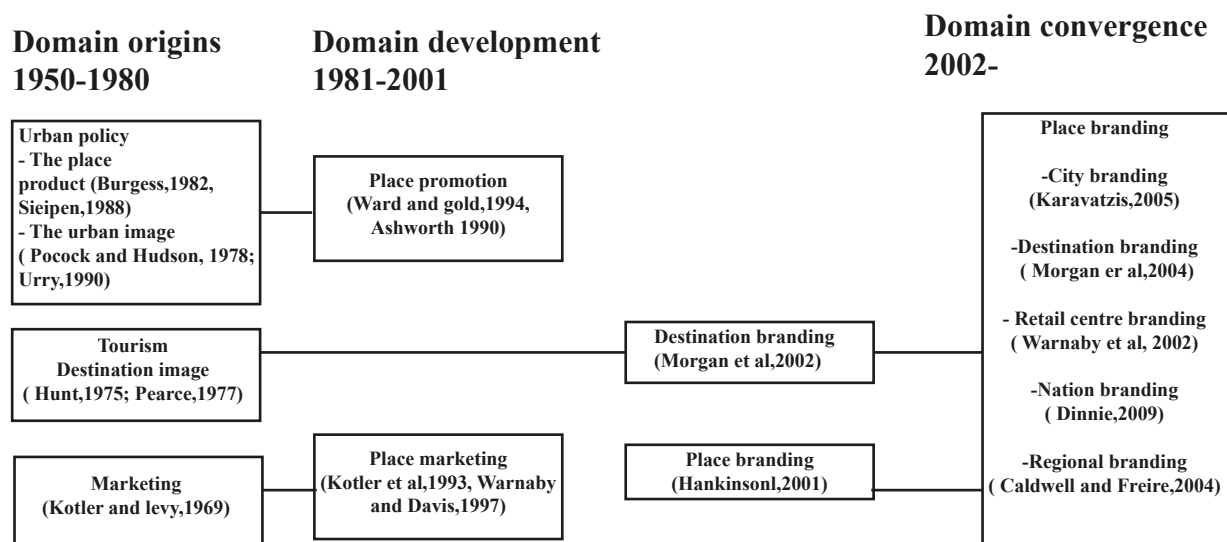


Figure 2.12: The development of place branding—a timeline (Source Author)

Secondly, while there has clearly been convergence, there remains a need for tighter specification of the concepts. Thus, it has been noted that some old concepts such as place promotion remain, alongside new concepts such as place branding (Kavaratzis and Hatch 2013). Clearer understanding of the key conceptual terms is necessary if empirical research is to progress. Without clear specification of the concepts, measurement, which is fundamental to empirical research, cannot take place. However, issues of definition will be aided by the increasing congruity between the concepts forming the mainstream and place branding constructs.

Thirdly, future empirical research will need to evaluate the relevance and potential transferability of mainstream branding concepts. This research could also, explore the transferability of embedded concepts such as the components of brand equity: brand knowledge, brand awareness and salience (Keller 1998), as well as perceived quality and brand

loyalty (Aaker and Joachimstaler 2000). These concepts may not easily be transferred and issues of adaptation will continually need to be explored. While the analysis presented here shows that a wider discussion of concept transferability has now begun (see Karavatzis and Ashworth 2008; Dinnie 2008; Pike 2009; Hankinson 2010a), much of this work has so far been qualitative and of an exploratory nature. There is now a need for more confirmatory research based upon quantitative data in order to specify more clearly the role of the key concepts discussed above in the development of city brands.

To conclude: as the areas contributing to city branding continue to converge, academic attention must focus on the concepts that form and reflect the place branding construct. This however, is inevitably incomplete and certainly not incontrovertible. At the same time, a distinction should be made between the concepts that reflect and form the place brand construct, and the moderating variables, which impact on the management and outcomes of city branding. Future research into these concepts must also examine the impact of the moderators in terms of their relevance and impact on the transferability of these concepts.

2.9 Countries and cities that are not branded

Despite the fact that country branding is gaining acceptance worldwide, there are some academics and practitioners who still argue that the concept is not an effective solution for addressing national economic challenges. The proponents of country and city branding affirm that nations are brands and can therefore be marketed using the same principles as products and services. However, the alternative school of thought argues that the idea of treating nations as brands is not acceptable (O'Shaughnessy and O'Shaughnessy, 2004; Gudjonsson, 2005). According to the opponents of country branding, equating a country to a commercial product or a service to be manipulated and sold to consumers is deceptive and demeaning. Furthermore, managing a nation's image is too complex because a nation has too many other characteristics that are difficult to control. A nation and also a city has a variety of characteristics which lack controllability and therefore it is far much easier to give a unity of purpose and uniqueness to a product than to a nation (O'Shaughnessy and O'Shaughnessy, 2004).

Thirdly, this point of view affirms that product and service brands have clear and distinct owners. On the other hand, countries, with millions of citizens who collectively own them, regarding them as a single brand is a fallacy. In many instances there is conflict of interest between the citizens themselves and at an institutional level, between the public sector and the private sector with regards to the objectives and methods of nation branding and foreign and trade policies in general (Alam, 2009; Alam et al., 2010). It may therefore, according to this argument, be difficult to come up with a consistent city brand which meets the expectations of the conflicting parties. The proponents of this view further argue that although branding techniques can be applied to nations, their overall impact is minimal unless the efforts are directly linked to particular products and services emanating from those countries. In this regard, governments can use the techniques of branding to add value to their industries and the brands they represent (Gudjonsson, 2005). Although Simon Anholt is one of the key drivers of country branding as a national economic strategy, he points out that country branding is only applicable in developed and developing economies. He further points out that for the least developed countries, their immediate challenges are to provide basic services to their citizens and implementing a country branding strategy will be a misplaced option. Papadopoulos (2004) believes in the potential of nation branding, but points to a number of significant obstacles to making the technique truly effective. Specifically Papadopoulos notes that the most important challenges currently facing branding are "...lack of unity of purpose, difficulty in establishing

actionable and measurable objectives, lack of authority over inputs and control over outputs, restricted flexibility, and relative lack of marketing know-how.” Papadopoulos and Heslop (2002) maintains that effective branding requires a cohesion and expertise that most countries have not yet developed. However, it is more than apparent that much of the criticism against the concept of nation branding stems out of ignorance or lack of understanding of what nation branding really is. Many academics and practitioners look at nation branding from a very narrow perspective and equate it with product advertising. It is imperative to point out that nation branding is more than advertising; rather it is a conscious and deliberate initiative to differentiate a country from its competitors and place it in a competitive position in order to attract investment, tourism, exports, trade and international relations. (Graham Hankinson, Comprehensive brand development for cities and regions chap.2)

Although the aforementioned two schools of thought appear to be divergent, they both agree that nation branding can bring positive results to a country especially its products and services. The author strongly argues that just as products and services can be marketed as brands, the same principles can also be used to market town, cities, regions and ultimately countries. Anholt (2006) sums it all when he asserts that “...branding may be seen more as a technique for nations to distinguish themselves in the increasingly competitive international system. Such branding is especially important for poorer and developing countries as it allows them to carve out a particular niche in the global marketplace.” This therefore supports the author’s argument that country branding is one of the potential solutions to the economic challenges facing many countries across the world today.

2.10 Reviewing the second chapter

In this chapter, from the beginning, the concept of city branding, the characteristics of successful city brands and the ranking of them in cities were identified, then the effect of branding on economic development and critique on the lack of attention to the city goals in the field of tourism and attraction were expressed. The most important point in this chapter was to identify the link between branding and urban regeneration. In this context, after familiarizing with the concept, recreation of culture-basics, the relationship between these aspects and branding was identified. So, that the reason for choosing branding strategy can be better understood as a stimulus for development in the rehabilitation of historic cities. In the end, the brand-making experience of two sample cities in New York and Berlin was chosen, in view of their great success in this area, to brighten up the branding path for the researcher.

CHAPTER THREE

CASE STUDIES

(City branding in process for small cities)

3.1 Introduction

This chapter offers an overview about the connections between Strategic Planning of City Branding and intends to give an insight on some examples cities as empirical case studies such as Mugla, yubari and Melun. The mentioned cities have been chosen due to the content analysis to make more reasonable reflection on main case study Damavand. These interesting examples have could combine the necessary elements for making a demonstration about how we can correspond their ideas throughout our main case study “Damavand”. Given the assumption that Strategic Planning is the starting point City Branding helps to define (or renew) the identity of a Place, it’s fascinating to investigate the relations of these issues with events occurred in these cities. Some opportunities set by the strategic plan strive to ensure the best conditions to maximise the city’s potential and gain recognition through Place Marketing actions and City Branding techniques, according to cross-fertilizations of many different themes in order to make cities become vibrant cultural hubs. Creative place make creative economy and skilled workforce. On one hand, Strategic Planning means to be a forum for the local interests to achieve the consent on some strategic goals and define a strategic view through problems analysis processes, outcomes monitoring and collective learning, on the other hand Place Marketing aims at becoming a real policy tool to make demand and offer meet on urban issues. Today, what is more and more emphasized are the immaterial aspects of urban life, such as emotions, knowledge and creativity, all belonging to the field of image-making dealt by City Branding. These issues, which concern the interdisciplinary relations among the three crucial elements of city management, aim to be the backgrounds for further comparison and discussion. The importance of urban marketing has been increasing today, when a rivalry between products and enterprises has arisen based on cities in terms of development of countries by the help of globalization and brand strategies applied for products are being adapted to cities, which aims to highlight cities. Cities are significant actors in efforts of economic, social and cultural development of countries. Branding, which means being different in the eyes of target mass, more chance of being recognized, and establishing values, is preferred. For a city, what being a brand means to attract local and foreign tourists, encourage investments, to increase the life standards of local public, and so to add value. Here I chose to refer to three main examples as small cities around the world which they are on their way to be branded.

3.2 Mugla (turkey):

Mugla, lying where Aegean Sea and Mediterranean joins, is a city which lies along 1.124-Km coastline, and has unique environmental values with its breath-taking bays, unique fauna and flora formed by its climate structure, forests consisting of 68% of the city area, and cultural and natural assets at which it has hosted many civilizations. The surface area of Mugla city center is 1.652,08 km², and generally has a mountainous and forestry land structure covered with thick pinewoods from south to north and east. It has 6 harbours (Bodrum, Datça, Fethiye, Marmaris, Göcek and Güllük) in addition to having the longest coastline in the country. Four of these harbours are mostly run as touristic yacht ports. Coastal parts of Mugla city are recognized as an international travel destination around the world. It has more than half of the yacht marina capacity of turkey. The demand for marinas in Mugla also increased in last decade. The special aura of this sector is related with the high segment customer profiles.

The region has natural beauty, rich cultural and historical background and environment. These are the focal point for city branding in international arena. The city is also rich in terms of underground sources. Marble and natural stone is one of the leading sectors. Mugla has two international airports which are in Milas and Bodrum which are open to civil passenger transportation. Thanks to the advantages Mugla has in agriculture sector, there are especially greenhouse, dried fruit and vegetables production facilities, frozen fruit and vegetables production facilities, canned fruit and vegetables production facilities, wine, sesame oil, olive oil production facilities.

In evaluating the interviews which have been done with local authorities of the city Mugla (Nihal Tataroglua, Asli Karatas b, Nedret Erboyc,2015)generally ,it has been that local authorities have a complete consciousness about the issues and obstacles the city is facing with in its way to be developed and they have various initiatives, they have adopted approaches which are consistent with each other about the potential of Mugla's being brand city, structural and institutional obstacles in front of this potential and solution methods offered to overcome these obstacles. Considering the interviews made, it has been seen that three factors are highlighted in defining brand city in the eyes of local authorities. Firstly, a city needs to have meaningful networks to be established between its past and future to be a brand city. At this point, it is highly important to conserve and improve historical and cultural values forming a city's identity. Existing historical and cultural heritage of the city is original; for that reason,it is the unique heritage which makes it different from other cities.Secondly, descriptive element of a brand city is its aware- ness which will make it advantageous in its rivalry against other cities.

Cities become brand to the extent that they can be different with their specific values and create a national and international awareness concerning this difference. The last supplementary part of the brand city definition is the existence of awareness concerning the city at global extent. In summary, brand city is a city which differs from other cities through its original values and reinforced identity and whose recognition is enables at national and international level by the help of the accurate introductory strategies about this awareness.It is obvious that Mugla has a natural potential to become a brand city due to its natural beauties it has, coastline length, undestroyed environment, its history and cultural structure, geographical position and accessible life space. Moreover, there is a signi cant capital consisted of people who are sensitive to the environment, embracing and preserving their city, careful about transferring local values to the future, tolerant against each other and have adopted reconciliation as common language. In evaluating this societal capital Mugla own together with its natural potential, it can be said that it is in an advantageous position in becoming a brand city. However, it is necessary that the city should transform these values into a strong identity to be a brand by using this advantageous position. In this means, it has been observed that in- stitutions have various attempts and local authorities agree with each other about existing obstacles met during the process. The biggest obstacle the institutuions point out in Mugla's being brand city is about the management pro- cess. Undoubtedly, the vision of brand city can be achieved by establishing right strategies that will transform the assets the city has into values and management of the process e ctively and in an integrated way needed between the institutions in Mugla has been stated by the local authorities as the most significant factor which is an obstacle during the process of being a brand city. Yet, common strategies of the institutions which come together around the same aim and their attempts complementing each other create a synergy for the city, which allows the process to be sustained successfully, and in addition, prevents the institutions from wasting labour, time and resource.



Figure 3.1: Mugla Nature
(Source:<https://www.trover.com>)



Figure 3.2: Mugla Historical Elements
(Source:<https://www.fotolia.com>)



Figure 3.3: Mugla Agriculture
(Source:<http://www.sunexpressnews.com>)



Figure 3.4: Mugla Agriculture
(Source:<http://www.sunexpressnews.com>)



Figure 3.5: Mugla Agriculture
(Source:<http://ects.mu.edu.tr/en>)



Figure 3.6: Mugla Agriculture
(Source:<http://ects.mu.edu.tr/en>)

3.3 Yubari(Japan):

Yubari city is a coal mining city turned resort in Hokkaido in the north of Japan, famous for the Yubari Melon and the Yubari International Fantastic Film Festival. The city went bankrupt in 2007 with a debt of \$353 million and a population of approximately 12,000. The city worked with Beacon Communication to promote Yubari, reenergize its citizens, and help make the city economically viable once more. The Beacon creative team focused on the fact that Yubari boasted the lowest divorce rate in the whole of Japan and created the idea, “Yubari, no money but love”, with two mascots, a couple called “Yubari Fusai”. “Fusai” means both “debt” and “married couple” in Japanese. Beacon collaborated with the Yubari City to create additional promotions that positioned the city as a destination for happy couples. They produced official certificates of happily married couples, branded merchandise and Yubari music CDs.

\$1.5 million was generated in advertising value with exposure including 100 newspaper mentions, 100 online media mentions, 30 TV mentions and 53,100 blog entries (source: Google search). The annual number of visitors to Yubari increased 10% year by year, raising \$31 million toward alleviating the city’s debt.

Branded Yubari Fusai products that initially were only available in Yubari now enjoy popularity nationwide. Given the state of the city’s finances the idea had to be low cost but highly effective. Just as importantly, the promotion had to be upbeat and positive. Beacon needed to protect the sensitivities of the residents and be sure that the promotion didn’t demean them in any way. The idea of “no money but love” was an honest, yet endearing articulation of the situation they faced. The Yubari Fusai icon was just the right means to generate word of mouth, print and broadcast PR in a country obsessed with mascots and cute characters such as Hello Kitty.



Figure 3.7: Yubari Abandoned Building
(Source:<https://www.dailymail.co.uk/news>)



Figure 3.8: Yubari Abandoned Playground
(Source:<https://www.dailymail.co.uk/news>)



Figure 3.9: Yubari Fusai
(Source:<https://shinagawa.keizai.biz>)



Figure 3.10: Yubari Fusai
(Source:<https://www.adsoftheworld.com>)

Today, Yubari is best known for its melons, protected as a food brand by GI (geographical indication) in the same way as Kobe beef. In the West, we may offer a good bottle of wine as a gift. But in Japan, it's common to offer a luxury fruit such as a Yubari melon. For a specimen to be considered of high quality, it must be perfectly spherical and have a smooth skin. Every year, an auction is held that gives visibility to the former mining town by raising an ever-increasing amount of money. In 2018, a pair of melons was sold for a record 3.2 million yen (around \$29,000 USD)!



Figure 3.11: Yubari Melon
(Source:<https://hokkaido-sightseeing.com>)



Figure 3.12: Yubari Melon
(Source:<https://hokkaido-sightseeing.com>)

3.4 Melun (France):

Researches has also shown that building the city's personality by associating it with multiple events results in a city being far more likely to be an attractive place to not only visit, but to live and work as well (Westerbeek & Linley, 2012).

The welcoming town of Melun lies on the Seine and is the historic capital of the Capetian Kings of France with the population of 37,835. It is a southeastern suburb of Paris 41.4 km (25.7 miles) from the centre of Paris.

It's a lovely place for a wander, with a pedestrian-only centre and pleasant river banks and harbour. For culture fans, the Musée de Melun in the Maison de la Vicomté charts the history and heritage of Melun through archaeological objects, paintings and sculptures. The Mayor is the head of municipal services who are responsible for implementing the policies voted by elected officials. Thus, their skills and organization must be constantly in tune with this requirement. They provide all the services to the population that the City is responsible for within the powers that the law assigns to it, but also those it has chosen to provide. Organized in several directions, they are directed by the Director General of Services who directs, supervises and coordinates their activities.

3.4.1 Sustainable development

Environment, social, economy, culture, governance: Melun is committed to a major sustainable development plan, Agenda 21, which will affect all urban policies. For Man and for the Planet; but also, for the dynamism of the territory, and the quality of life of its inhabitants, this program will be developed and realized with all the actors of the City starting with those who live and / or work on our territory.

3.4.2 Sustainable development & Agenda 21: A promise for the future

The services of the city council are committed to providing its inhabitants with an optimal living environment by mixing urban life and great respect for biodiversity and nature. This is the mission of Virginie Ferrer-Pelissier, director of Sustainable Development of Melun, through Agenda 21: a document presenting several resolutions to apply to create the city of tomorrow. Through diagnoses, reflections and analyzes, 50 measures have been chosen by resident committees to implement to create a more beautiful, cleaner and greener city. This agenda is based on 5 axes and has for horizon 2016.

3.4.3 Respect for Nature: Saving resources for a peaceful future

In a participative logic, each inhabitant, adult as child, can get involved with the city to guarantee a future context of serene life, where resources will be intelligently managed and Nature respected. Therefore, Sustainable Development promotes awareness and prevention for schools for the youngest through different thematic workshops.

A great awareness is also made about the cleanliness of green spaces and the treatment of water, an increasingly valuable commodity.

3.4.4 The fight against the greenhouse effect: A daily fight

The greenhouse effect is a global scourge affecting all countries and all its inhabitants. However, to fight against this global warming, the initiative must above all be local. That is why Melun is committed to the development of public transportation, pedestrian spaces, intelligent energy management of buildings and that the sustainable development service invites all residents to ensure their safety. Own consumption to be part of a development logic in the long term.

3.4.5 Bringing the city alive: An ambitious challenge

Melun is a city full of culture, history, heritage whose inhabitants are the greatest wealth. Thus, sustainable development also means “living together”. In all neighbourhoods and meeting areas, proximity and conviviality must be at the rendezvous. By highlighting the Seine, the city centre square and spaces for culture and knowledge, Melun wants to guarantee the wellbeing of its inhabitants by promoting the link and social and the exchange of cultures.

3.4.6 Give “sustainable” a common sense

Increasing the link between generations, fighting against isolation, promoting accessibility for people with reduced mobility are all measures taken by Melun that will come to promote the well being of every inhabitant. Awareness raising activities for all age groups (senior citizens, childminders, youth) are carried out to convey the desire to give Melun a lasting sense of communication.

3.4.7 Eco-development: A sustainable development, sustainable economy

Melun’s Sustainability puts retailers and businesses on the front burner. By promoting consumption and production methods that reduce waste and consume less energy, the city is

working alongside local businesses to foster a flourishing and sustainable local business for generations to come. Today, Melun highlights its gastronomic heritage through a cheese emblematic of the region: Brie de Melun. Now with a river stop, plus a port for passenger ships, Melun is also a step River between Paris and Burgundy.

3.4.8 Events and festivities:

- Ceramics on the Seine: the weekend of Heritage Days. For centuries, potters wielding earth and fire, are constantly reinventing the techniques of ceramic art. At Melun, for over 15 years now, we celebrate the “art of fire” to the arrival of autumn.
- Melun celebrates Brie (special kind of cheese produced by local inhabitants) early October. Melun celebrates its flagship gourmet product: Brie de Melun (PDO since 1980). On the annual festival of Brie, the Brotherhood of the Knights of Brie de Melun is home to many fraternities came from all over France valuing each of their products, some are sold on the market.



Figure 3.13: Cheese Farctory in Melun
Source: <https://www.thelocal.fr>



Figure 3.14: Vaux-le-Vicomte Gardens
Source: <https://www.thecrazytourist.com>



Figure 3.15: Saint-Étienne river, Melun
Source: <https://www.thecrazytourist.com>



Figure 3.16: Cheese Farctory in Melun
Source: <https://www.thelocal.fr>

3.5 Alba Iulia (Romania):

3.5.1 City branding: making the invisible visible

The Alba Iulia practice gives voice to a challenge faced by many small or medium-sized cities from Europe: how to gain visibility in a changing economic context while promoting its cultural heritage? Strong with a rich history and a complex inheritance (a citadel, historic sites and medieval library) that were left to ruins, Alba Iulia built an integrated branding approach, directly linked with the city's strategic planning process. By strategic positioning and valorization of its assets and strengthening its local identity, the city (73 000 inhabitants) managed to position itself as a reference for investors, tourists and citizens alike. It thus managed to attract important funding for the renovation of the citadel (60 million €), increases its population by 10 000 inhabitants in five years, due to working opportunities, and the number of tourists by 65% during the same period.

3.5.2 The Solutions offered by the good Practice

Building the identity goes back to seven years ago, when a local strategic planner to one of the largest advertising companies in the world created pro bono the visual expression of the city's identity and slogan. Next was the launch of a branding manual with a set of rules for using the city brand, aiming to maintain a strategic brand consistency and addressed to the local economic actors beyond the touristic purpose of a branding manual.

Alba Iulia became the first Romanian city to have a professional city branding&brand manual and a pro-made marketing strategy. Alba Iulia is also the first city in Romania to launch a complete touristic tool: a touristic guide, a mobile app, an official blog, an Instagram and Twitter page, targeting different types of audiences.

Alba Iulia tells a story about city branding, the story of an old city, having a multicultural past, becoming the symbol of unification, the fall into disgrace, irrelevance and decay, and the city's impressive return right after the country joined the EU, building on European support and solidarity to build a new future, starting with the city's cultural heritage. Alba Iulia is now one of Eastern Europe's most impressive success stories.

3.5.3 Building on the sustainable and integrated approach

Positioning the city as a place for investors, tourists and citizens reflects an integrated approach between these target groups. A place for investments is attractive for investors, creating jobs and reducing poverty; a place for tourists and citizens includes green spaces, the protection of environment, an attractive place to visit and to live in, efficient public services. An efficient communication on the tourism potential of the city, both on the historical and the contemporary side, reveals the potential that the city has for development. The branding strategy of Alba Iulia is integrated in the national context, as the spiritual capital of Romania, and into the regional context, with a bottom-up approach at city level. To some extent, Europe validated Alba Iulia's efforts when it won the title of European Destination of Excellence and was awarded by Europa Nostra mention of the jury. Alba Iulia started to strengthen its local, national and international pride.

In this equation, several stakeholders were involved, from the executive public servants, elected representatives and local artists, as well as civil society and the community who had the chance to vote themselves on the local identity.

3.5.4 Based on a participatory approach

The logo was launched shortly after the citizens of the city became the “owners” of the citadel, a forbidden place which was in the custody of the army and closed to the public until then. The logo in the shape of the citadel represented, for the citizens, a first door to understanding and feeling the largest fortress in Romania.

The participation of locals in city branding is reflected by two interesting successful initiatives. In 2009, The Big Hug from Alba Iulia gathered 100,000 people to set the world record for the biggest human hug around the citadel. “The Great Appearance” is an innovative type of marketing event, which was planned by a local photographer and Alba Iulia Municipality. It consisted of the largest photo-image ever realised for the promotion of a city in Romania formed by 1,000 photo-portraits of the inhabitants of Alba Iulia. The giant poster was and is still used in the campaigns organised by the local administration.

An important number of citizens living in Alba Iulia Municipality had the chance to take part in the creation of the logo of the city. Other participatory examples came from local economic actors who decided to link their traditional products with the logo of the city. Both The Citadel Wine as well as The Star shaped Bread of the Citadel are using the branding identity regulated by the branding manual. Alba Iulia transforms dreams into plans, plans into actions, actions into results, together with stakeholders.

3.5.5 What difference has it made?

The city where the future was born is engaging its visitors in this process of the redefinition of the city, changing them from passive tourists into key stakeholders of the reconstruction. Visitors become living witnesses of this change, a dynamic process to which they belong. They don’t receive something “ready-made”, but they become part of the transformation, having the feeling of explorers in a new space that redefines itself from its internal resources brought to the surface, as well as from its otherness, mirroring in the eyes of Europe.

Arriving in Alba Iulia, tourists have a list of actions and events they can attend and where they can be involved, depending on their profile. Moreover, in recent years Alba Iulia has experienced an unprecedented increase in the number of tourists. The growth was organic and constant. The investments in the last few years in tourism and professional marketing strategy had a real impact on the social, cultural and economic level. A set of indicators reflects the change:

- Visitors at the museum: 91,608 in 2013, 128,958 in 2014, 154,700 in 2015, 167,200 in 2016;
- Overnights: 59,210 in 2011, 78,336 in 2014, 114,446 in 2015;
- Accommodation capacity: 612 in 2009, 941 in 2014, 1,186 in 2009.

Another indicator is the increased number of residents: 63,536 in 2011 and 73,937 in 2015. The events organised each year are attracting more and more audience, making Alba Iulia one of the top five Romanian cities for cultural vitality.



Figure 3.17: Apulum Festival
(Source:<https://finding-romania.com>)



Figure 3.18: Apulum Festival
(Source:<https://finding-romania.com>)



Figure 3.19: Alba Iulia, Romania
(Source:<https://www.reddit.com>)



Figure 3.20: Orthodox Cathedral
(Source:<https://www.reddit.com>)

CHAPTER FOUR

DAMAVAND

(UNDREstanding THE STATUS QUO)

4.1 Introduction

After reviewing the theoretical foundations and examples of actions and results in the study samples in the previous chapter, this chapter explores the status of Damavand city. This chapter, which is one of the most important chapters of the present study, needs to be studied carefully and scrutinized to ultimately extract, output and analyse it appropriately to explain the brand of the city. For this reason, we have studied the unique features of the city and the region in terms of different environmental and geographical, historical and mythical, social and cultural, economic and functional aspects.



Figure 4.1: Overview of mount Damavand and the periphery
(Source:<http://earth.imagico.de>)

4.2 Scope

Damavand city is limited to northern cities of Qa'em Shahr, Babol and Amol, from south to Garmsar, southwest to Varamin, east to Semnan and from west to Shemiranat city. The famous peak of Damavand is not seen from Damavand city itself, and it is possible to see it from Kilan. The central part of Damavand is an area of about 2,066 square kilometres. The approximate distance of this city with Tehran province is 70 km and it is located on the main road of Tehran-Firoozkooh-Mazandaran.

4.3 Environmental and geographical studies

Damavand is located at a height of 1960 meters above sea level. The weather is cold and dusk. This area is located on the slopes of Damavand Mountains and has a lush and mountainous nature. Several rivers such as the Black River and the lakes of Tar and Momaj are from the city's water sources that originate from Damavand, and in addition to meeting the water needs and the development of gardens and fields, it is also considered as a geographical attraction of Damavand.



Figure 4.12: Overview of Damavand city and the periphery
(Source:<https://www.google.com/earth>)



Map 4.1: Damavand's Location

4.3.1 Weather and temperature

Due to its location in the mountainous area, the city generally has a cool, mountainous climate. Also, the high-altitude difference between the high mountains of the Alborz in the north and the southern south eastern parts of the area and the diversity of the topography caused the temperature distribution in this area to not follow the regular pattern. The temperature range fluctuates in the months of the cold season more than in the warm months of the year.

4.3.2 Rainfall and relative humidity

All rainfall, other than winter rainfall, in the northern parts of the area is due to the effect of inlet systems from the Caspian Sea coast and, generally, it can be said that it has relatively good rainfall throughout the year. The stations in the southern parts of the area also show the highest average relative humidity in the cold period and the lowest in the warm period, and in general, the high station stations in the area have a relatively low relative humidity.

4.3.3 Topography

This city is in the southern foothills of the Alborz dynasty; therefore, it has many tall posts. The topography of this city was approximately between 1800 and 2250, which started from the south of the city and increased to the north. Therefore, the districts of Dashtmazhar, Dashtban and Cheshmeh A'ala in the highest points and neighbourhoods of the shale, the Hesar bala and Hesar payin are at the lowest elevation points of the city. Major faults in the area include Masha fault, North Tehran fault, North Rai fault and Firoozkouh fault, as the city witnessed very severe earthquakes and damaged several times in its history.

4.3.4 Slope

All 157/8 hectares of the city, has a gradient of more than 15 percent, which per its topographic status, has a gradient from north to south. Two other main slopes are flowing from the east and west sides of the city to the river. The existence of this gradient in most places has made it difficult for activities such as cycling and walking, especially for the elderly. In terms of the slope in each neighbourhood, the districts of "Dasht- mazar" and "Cheshmeh A'ala" have the highest slopes while "Hesar bala" and "Hesar payin" have lower slope values.

Damavand has a mountainous nature. Most of the city's area is agricultural lands and gardens and about 40% of the city's total area devoted to agricultural lands and gardens. Also, among the neighbourhoods of Damavand, Velayaran, Kaladasht and Gilavand have the least area of agricultural lands and gardens. Damavand River flows all over the city from north to south and has crossed almost all the neighbourhoods of the city. In addition to the above, the city has lush plains such as Masha and Lar which are covered with aphid flowers, herbs and other types of wild plants.



Figure 4.13: Damavand city landscape
(Source: <https://www.flickr.com>)



Figure 4.14: Damavand peak
(Source: <https://www.flickr.com>)

4.3.5 Water Resources

Several rivers such as the Black River and lakes such as Tar are from the city's water sources that originate from Damavand, and in addition to meeting the water needs and the development of gardens and fields, they are also considered as the geographical attractions of Damavand. In addition, rivers, high springs, black stone, Tiz Aab, Aba'ali Haraz and Ghale'e Dokhtar are considered as other sources of water in the region.



Figure 4.15: Tar lake
(Source: <https://i.pinimg.com>)

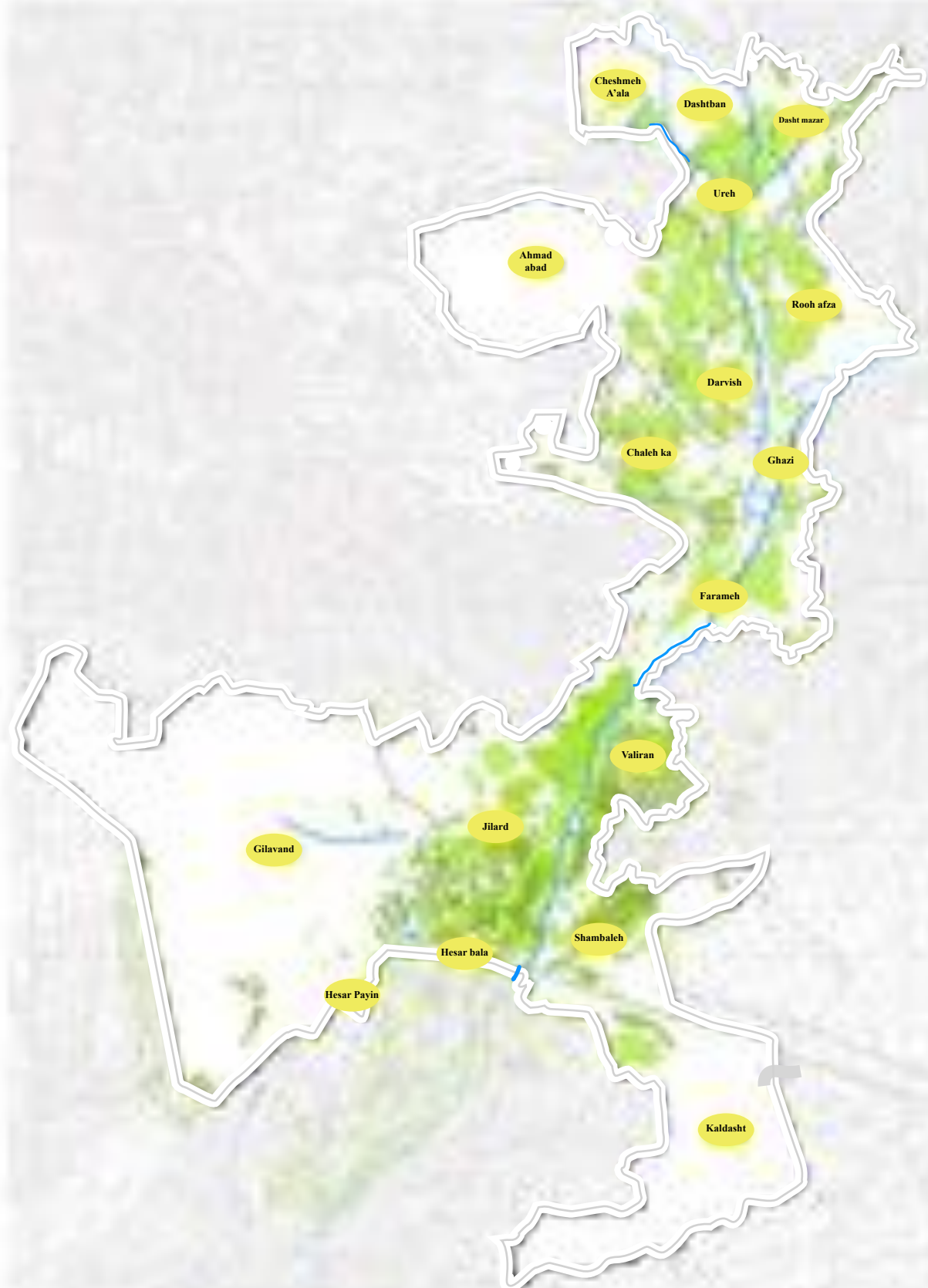


Figure 4.16: Laar lake
(Source: <https://persianv.com/gardeshgari>)

4.3.6 Summarizing environmental and geographical studies

In this section, according to the studies carried out on the environment, nature and geography of the city of Damavand, it can be said that Damavand has features in this regard that maybe if any other city in the world would have such features together with one another it was one of the most visited cities in the world; Suitable water and natural amenities, especially the proximity to Mount Damavand, can make investors invest in the field of natural and sporting tourism in the

city, as well as many fruit gardens, can provide the basis for agricultural tourism in the city. In addition, Proximity to the city of Tehran will cause many people to travel to or even migrate to the area for good weather. Of course, migration of these people can also have specific risks that require further research, but in general, the development of tourism can provide employment and economic development for citizens.



Map 4.2: Green nature, agricultural lands and gardens

4.4 Historical-mythological studies

Mount Damavand has a special place in Iranian mythology and stories, and a series of mythological masterpieces of the world has been formed about this mountain. Due to the high importance of the role of Mount Damavand in myths and history of the land of Iran, and the high importance of historical and mythological studies in understanding the current state of the city and the region and extracting a suitable city brand have been addressed.

Damavand is one of the oldest cities and the first mythical cities of Iranian history, as its monument coincides with the term "Fars and Bohl" in the name of Kiyomarts, the first king of Iran and wherever the names of Zahak, Fereydoon, Kiyomars and Manouchehr and ... The legendary Kiani heroes are mentioned, the name of the city of Damavand is also mentioned.

• *Before Islam:*

Due to little archaeological studies in the city, there is little information about the history of this area during the Medes and Achaemenids. What is derived from historical sources during the Achaemenid period was the commercial materials of Damavand, Shamsbad and Iron. In recent archaeological excavations in Velayran Damavand, a number of graves with different burial practices belonging to the early Parthian period and four reitane clay, as well as coins belonging to Mehrdad II (124 to 87 BC), Ardavan II, Centuric, Ardashir of the Parthian period have been discovered and also in the western part of the Sassanian Trench remains and a few coins of silver from the time of Kharsodan. In the first Shapur inscription in the Ka'bah of Zarestan (240-270 AD) and Peholi inscription from the time of Nersi (302-229 AD) is named after the Damavand Satraps, and the name of the daman was inscribed on a Sassanid seal, which was discovered in Damavand. This seal is now kept at the Kolkata Museum (Nosrat, 2002).

• *After Islam:*

After the Arab invasion of Iran, and in the year 22 AH, when the Arabian army arrived around Rey, the ruler Ray Cyavhakhs son Mehran son of Bahram Chubin asked the people of Danbavand, Tabarestan, Gorgan and Gomeh to help with the Arabs, but eventually failed in the war. After the collapse of the family and the fall of the family of Bahram, the Mashmghan men of the Shi'a asked Peace Corps commander Naeem bin Mughnar to accept peace and Na'im accepted. There is no information from this family from this time until the end of the Umayyad and the uprising of Abu Muslim Khorasani. At the end of the Banyamiyah, Abu Mosalm asked Mashghnag to pay a tributary, which he accepted, but Masghnag rejected the request; in front of Abu Mosalm, he sent a troop to Mashghan, in which Mashghan was killed and his wife and daughter were captured. Thus, Tabarestan and the Damavand area is fully conquered, but it coincided with the appearance of al-Ziar and al-Boyi, and the name of this family, which had fallen to the level of a local government and a function of the caliph, was destroyed. Abu Bakr Shabli Sufi, whose father was a close relative of the caliph, also ruled for some time in this area, and after his death, the memorial tower, now called the Shrine Tower, is based on his service during his reign. Also, when he traveled to the Damavand area with a research delegation for studies, after studying the Damavand area on September 24, 1931, not only a certain area, but all "the city and its surrounding villages", in the view of the ancient artifacts, it was important and valuable that his proposal, as a national piece, was recorded on the list of ancient works of Iran, number 56. In his book "Damavand" and the surrounding villages, he considers it one of the

oldest cultural centers and compares it to the city of Rei and has less than its age. The buildings identified in Damavand include 38 Imamzadeh, 27 castles, 16 historical houses, 13 historical baths, 18 ancient hills, 4 natural caves, 7 shrines, 6 historical mosques, 4 memorials, 5 caravan-serai, 7 historical cemeteries and 3 old buildings Which dates back to the sixth millennium BC (eight thousand years ago) (to the early days of the Pahlavi regime), most of these works are related to the Middle Ages of Islam and related to Islamic culture and civilization of Iran (Nosrati, 2002).

4.4.1 Damavand has a historical and mythological nature

Damavand in Shahmanah: Damavand Mountain is famous for everything from the fact that several stories are mentioned in Ferdowsi's Shahnameh so that Fereydoun has broken Zahak in the cave there, and it is Zahhak it is a part of the time until the end of the Shrine, which kills the people, and eventually ends up in hand. Garshasp will be killed. Still, some residents near this mountain believe that Zahak is imprisoned in Damavand and believe that some voices heard from the mountain are his moaning. In fact, Damavand is one of the few areas whose name is blended with the mythological and folkloric culture of the people of this border and expresses the freedom and the imprisonment of Zahak's cruelty and cruelty by the most popular man of this land, namely, Kaveh Ahangar (Nosrati, 2002).

Damavand and Arash Kamangir: In this story, drawn from the ancient Iranian dialects, Afrasiyoub Turanian had a greed in the whole of Iran, after several wars with his predecessor King Manouchehr, he was surrounded by a fortress near the city of Amol, and for 10 years this encirclement lasted. Afrasiab was forced to compromise with Manouchehr and, in order to determine the limits, it was foreseen that one person would shoot at the top of the Damavand River and throw a bow and release it as much as possible. Where is the bridge between Iran and Turan. In the army of Manouchehr, the Iranian Pahlavan, skilled shooter who was a noble and wise man, named Arash, commanded by Manouchehr, headed over Damavand, and fought with the power of God, throwing all the forces from above the mountain to the farthest signs and making such a force to throw the decisive beam. The winner, who threw his shot on the ball, lifted his life from the bow and died in the path to his ideal (Nosrati, 2002).

4.4.2 Summarizing mythological historical studies

In the study of this section it became clear that Damavand has historical and mythological backgrounds that can be seen in the historical buildings of the city as well as literature books written about Damavand. As in the theoretical foundations, the brand is also one of the things that is created a day and requires time passing through generations to language and language, the historic and mythical nature of the city of Damavand will help to uniquely identify these unique features of the city. It is easier to give the world and thus a positive image in the minds of people. Therefore, the history and myth of the city will initially help shape the image of the brand in public, but in addition to this, the history of the city will help to invest in historic tourism, taking into account the existence of historical elements, and to attract foreign and Iranian tourists. In the event of the conservation and revival of Damavand's history and myth, identity and sense of belonging will also be promoted in Damavand, and as a result, more people and tourists will be attracted to the city and more people will be proud to say that "we are from Damavandi". Finally, the expression of Damavand's myth in the folklore literature of this land, especially the Shahnameh, in the case of investing in literary tourism can lead to the growth of this industry in the city and also strengthen the brand of the city.



Figure 4.17: Fereydoun is now grabbing Zakhak at Damavand Mountains
(Source: <http://www.shahnamehirani.blogfa.com/>)

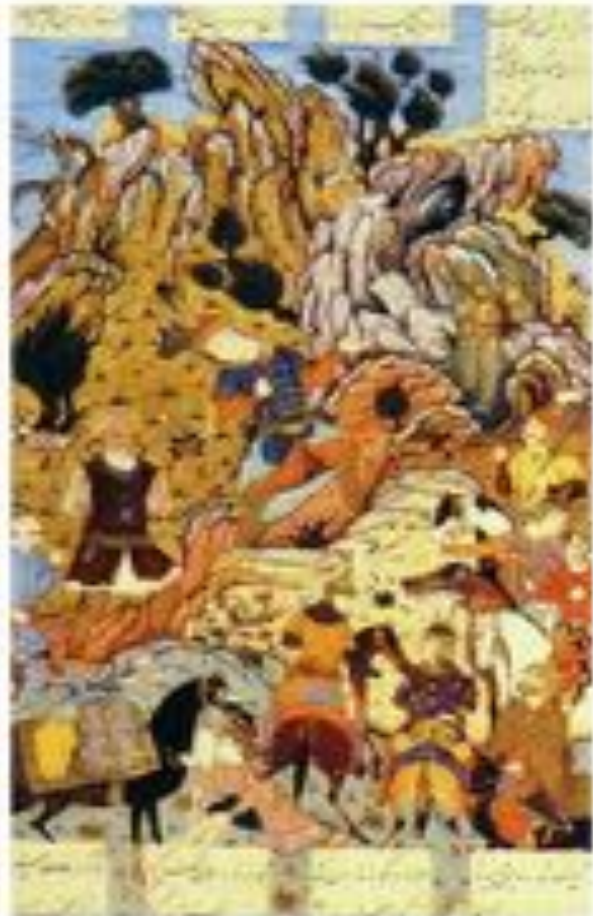


Figure 4.18: Fereydoun takes Zakhak prisoner to Damavand peak
(Source: <http://www.shahnamehirani.blogfa.com/>)



Figure 4.19: Damavand peak (Source: <https://www.travellerspoint.com>)



Figure 4.20: Using Mount Damavand on 1000 Toman bills
(Source:<http://www.farsinet.com>)

4.5 Social and cultural studies

Socio-cultural studies are one of the most important aspects of the present research. In this section population and city neighbourhoods, tribes, religion, language and dialect, religion, traditions and customs, celebrities, cultural functions, identity and the sense of belonging, the level of interactions of residents, the participation rate of people, the percentage of immigrants entered, etc., and the required figures are presented.

4.5.1 Population, city neighbourhoods and development stages

According to the population and housing scheme of 2015 Damavand consists of 2 scope, 5 cities and 5 rural districts with a total population of 125,480. Of this population, 48,380 people belong to Damavand city that have been in 17 districts of the city (Iranian Statistical Centre, 2015). These neighbourhoods can be divided into northern and southern neighbourhoods, the frontier between which is Faramah, the northern neighborhoods include Darvish, Ghazi, Chaleh Kah, Rooh Afza, Cheshmeh A'ala, Ahmadabad, Mazandar, Ureh and Dashtban, and the southern part of the city is from Velayaran, Gilard, Shalambek, Gilavand, Kaledasht, Hesar payin and Hesar bala. Regardless of the Hesar bala and Hesar payin a small part of which lies in the area and the Kaladasht neighborhood is almost vacant, the Ghazi is the smallest and the most densely populated district of Damavand.

4.5.2 Language and dialect and religion

Most of the people of Damavand speak Persian in the Damavandi dialect. Of course, people in the northern neighbourhoods like Dashtban, Dashtmazar and Cheshmeh A'ala, and some other Damavand villages, speak Firozkouh dialect. The language of indigenous people is in 4 main and old neighbourhoods of Damavand, which is a mixture of Persian and Mazandaran languages. Of course, the accent in each neighbourhood and some of the surrounding villages

that speak the dialect of Damavandi are slightly different from each other. In the southern neighbourhoods of the city, such as parts of Gilavand, Hesar bala and Hesar payiin people in other languages speak Turkish and the languages of some of the villages and eastern parts of Damavand.

Important point in the city's branding, as mentioned in this section, is the fact that despite the disunity among the dialects and languages in the city of Damavand, the people's efforts to revive the old dialect called Tati is considerable. In terms of religion, it is also possible to say that most of the city's residents are Muslims.

4.5.3 Families residing in the city

According to the surveys the families living in the city can be divided into 6 different categories. The first category relates to the old residents of the city and the surrounding area, such as Firoozkooh, which have been living in the area for many years. The second group belongs to Kurdish speaking relatives who have been deported to this city during many years of the Oraman region of Kurdistan. The other ethnic groups are Mazandaran and Afghan, who have migrated to Tehran due to their proximity to the city and often seek employment. Turkish-speaking relatives and many residents of Tehran are among the other tribes who have chosen it as their place of residence due to the favourable climate of the city. It should also be noted that during many years, exiled Jews were transported through "Susa" to reach the Alborz Range. When the glacial mountains saw Alborz, they imagined they had reached the end of the world. At that time, the land of the "Giuliaard". Quotes that were previously promising Muslim tourists showed vineyards and lush greenery, so that the distance between "Gillayard" and "Shlambeh" was more like the grove. Immigrant Jews settled there and called it "Gilad", a Hebrew word. The Jews engaged in farming and livestock, and they became accustomed to it over time and became aware of their second homeland until they listened to the advice of the "Ezra Scriber" who had come to Damavand to return to them and even cursed him. The Gijard Jews had large and holy synagogues and cemeteries, believing that one of the prophets was buried in this cemetery. For this reason, they came to Damavand from the majority of cities and even from outside Iran for pilgrimage to the graveyard. The Jews living in Giljard, through the Mongol invasion and their killing, as well as the plague and cholera in the nineteenth century, went through analysis, and few survived, and few left for Damavand and the Dervish neighborhood in order to have more security. No one left Damavand from the Jews. Most of them emigrated to the Occupied Palestinian Territories and Americans, and few are in Tehran (www.Damavandnameh.ir).

4.5.4 Beliefs, Traditions and Customs

This city has long witnessed the ceremonies and customs that rooted in the beliefs of the people. Below is a brief introduction of some of them:

- Zakhak Death Celebration: On the seventh day of Shawal Day 1230 or August 31, 1815, a special celebration was held in Damavand where celebrations commemorated the people of Zakhak's death anniversary.
- Mehregan celebration: To fasten the day and imprison the Beaver Horses (Zahak), they were eating and celebrating the Mehregan, and Fereydoun sat on the throne. (Mythical Shahnameh stories)

- Tirgan Celebration: One of these important celebrations is Tirgan, which is associated with summer heat, water, and mountains, which has been named by the climbers and environmental lovers since the 13th of July 2005, Damavand National Day. The purpose of this celebration is to attract everyone's attention to the status of the mountains in the history and nature of Iran. It is located in the city of Rhineland (south of Damavand) by the popular organizations of the Damavand Kouv Foundation and the Association of Iranian Climbers in cooperation with the University, Municipality and City Council, and some residents of Rhein And other organizations and personalities.

4.5.5 Sense of belonging, sense of place and sense of self-worth; the degree of tolerance of perspectives

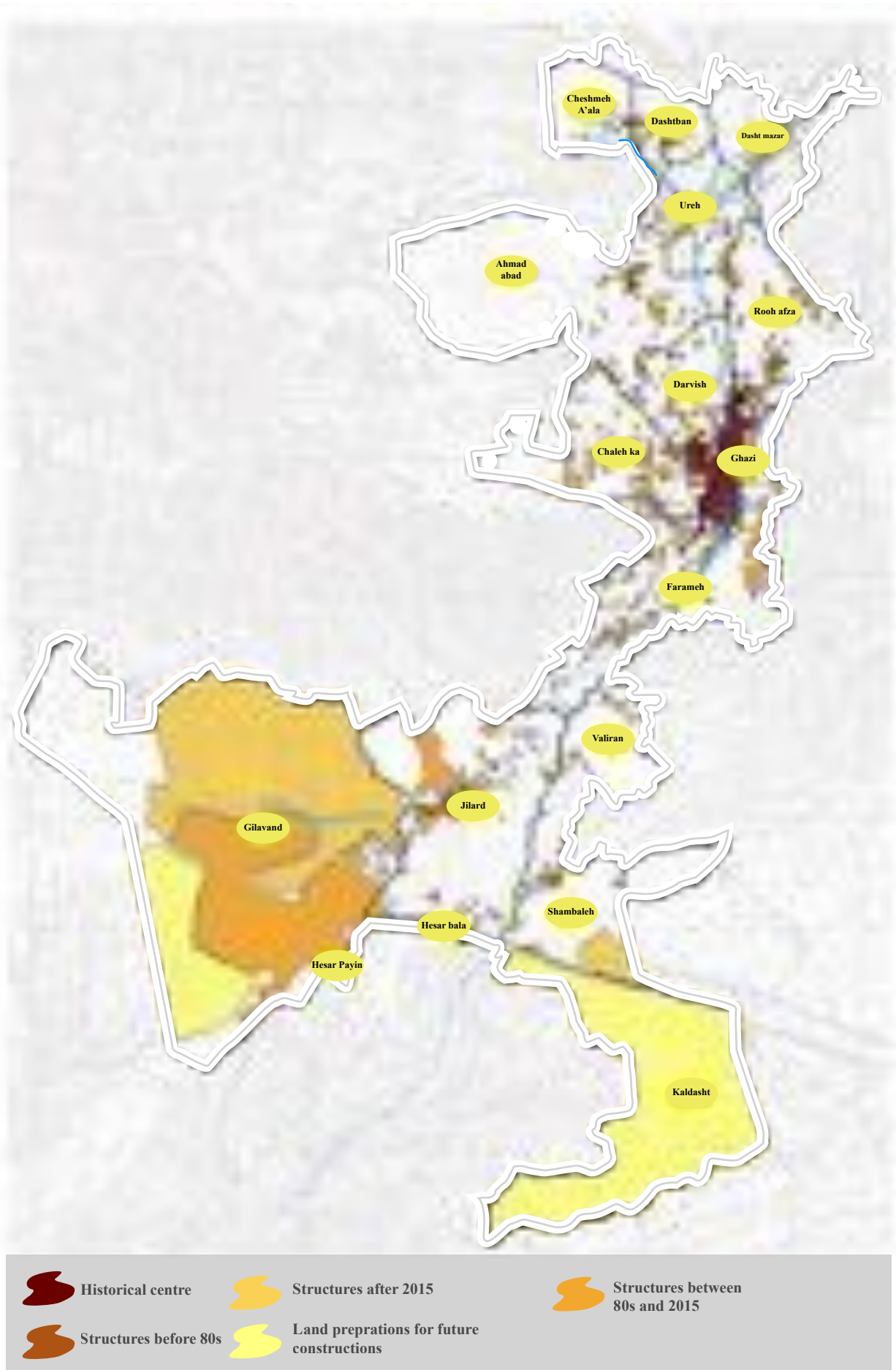
In a survey of these indicators in the master's thesis on "Urban Integrity for Sustainable Urban Development", which explores the above-mentioned indices in urban neighbourhoods, and finally, using the Likert Score, score (a), very low (up to five) Highly, they have extracted the following information and are shown in the table.

Indicators	The name of the neighborhood and the highest index in it	The name of the neighborhood and the lowest index in it	Avg. Of the value of the empowerment in the metropolitan area of the whole city
The level of social spirit, sense of belonging, sense of place and sense of value	Farama 4.5	Hesar Payiin 1.5	3.4
The amount of tolerance of views, beliefs and values in individuals	Farama 4.5	Valiran 2.5	3.5
The level of participation	Farama 4.5	Valiran and Hesar Payiin 1.5	3

Table 4.1: A survey of social indicators
(Source: Shemirani and Mohammadi Ajun (2017) and the author's calculations)

According to Table 4-1:

Social indicators survey, it was revealed that in general, Farama neighborhood has the best situation in terms of the above indicators, and the neighborhoods of Hesar payiin and Hesar bala have the lowest values, which is very important in urban brand development and related planning. It was also determined by calculating the average of the indices for the whole city, with a value of 3.5-3. These values are relatively good, but since the impact of the city and its branding programs need to be upgraded and should be better off.



Map 4.3: Development process

4.5.6 Cultural Excellence in the City

In general, Damavand has several cultural and artistic centres, including advertising centres, press kiosks, single-purpose cultural art establishments, Publications, Institutes. Finally, it can be added that the lack of cultural centres of art such as cinema, theatre, etc. is a lack of a city that needs attention and planning.

4.5.7 Culture of the tourist attractiveness of the people

One of the most important factors that have a great impact on branding and preparation of brand in Damavand is the need for the culture of tourist attractiveness of the city. Because the city is composed of social institutions that have a great influence, so that if a plan or program is opposed to the culture, opinion and interests of the urban population, even if it appears to be ratified and implemented, it will ultimately be defeated. For this reason, this section explores this issue.

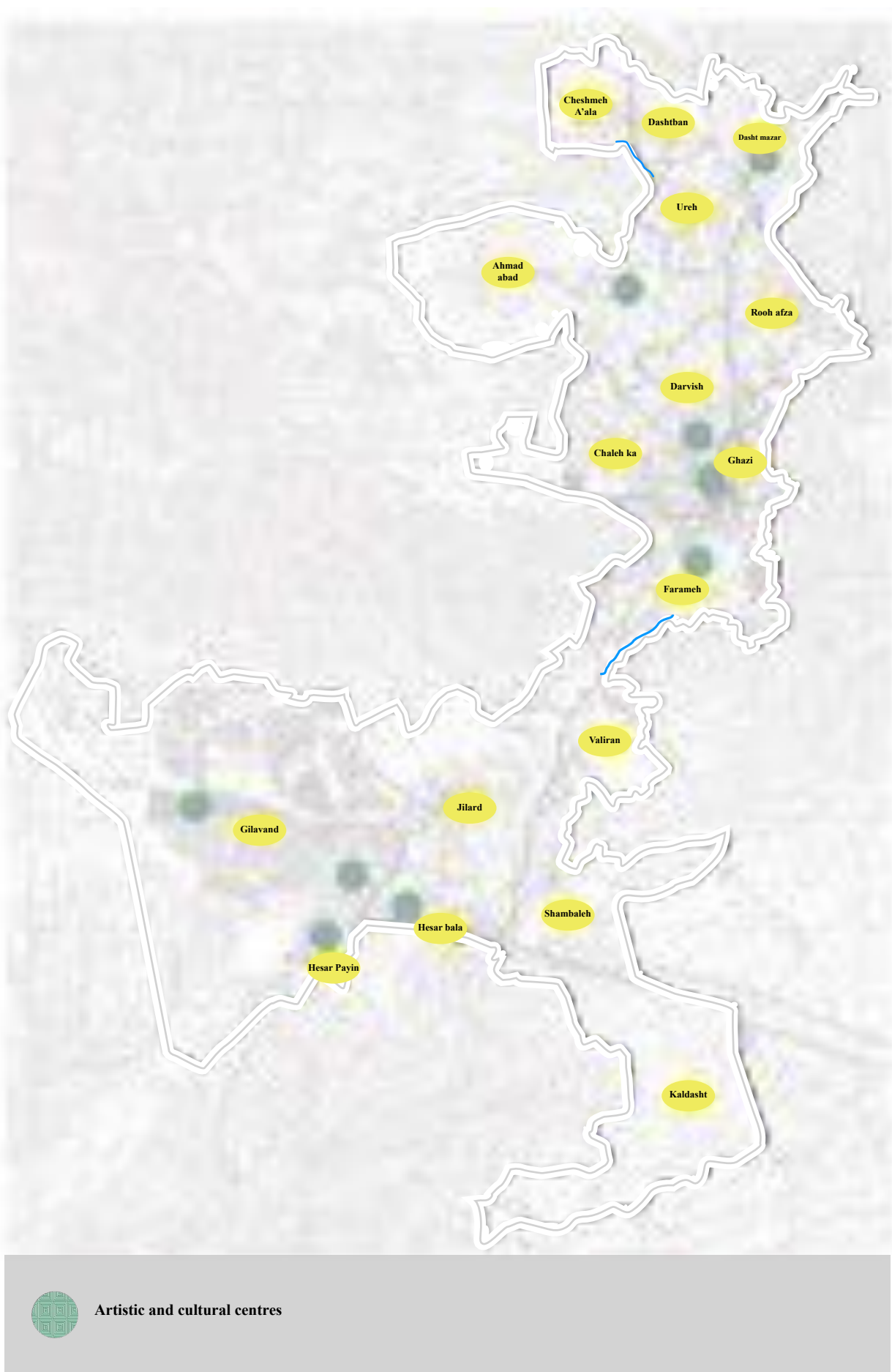
In the comprehensive tourism development plan of the province of Tehran it is stated that: “In the city of Damavand, people do not have a positive and good attitude towards the tourist and tourist category, which does not show a good and intimate behaviour towards the non-native of themselves, which is mostly due to closed culture and religious people of the region. They express concern about the cultural effects of tourists on the indigenous people of this region due to lack of proper information to the people of the region “(Allameh Tabatabaei University, 2006).

Also, the Damavand website, during a report on the date of October 2015, stated that Damavand, even though it is a typical tourist destination, is deprived of many of the necessary infrastructure and even the presence of tourists in this city is also accompanied by disputes. Except for problems such as lack of provision of tourism infrastructure and the absence of even a hotel, another major problem sometimes encountered by domestic and foreign tourists is “cultural poverty.” As it seems, before a city is introduced as tourism in Iran, Initially, it is necessary to create the necessary infrastructure and infrastructure (damavandamarezust.ir).

The above-mentioned issues have shown a great deal of problems and challenges of the tourism culture of the people of Damavand. Since one of the most important factors in the brand building of Damavand city is its tourism theme, this requires the creation of basic infrastructures and cultures, Otherwise, the proposals and plans not only do not improve the city but may result in irreparable damage to it.

4.5.8 Summarizing Social and Cultural Studies

Citizens of the city are an integral part of the city’s brand and will have a significant impact on the image of people towards a city. It can also play a role in brand presentation and development. Despite the diversity of ethnic and linguistic diversity, the people of Damavand have a great desire to protect the native language of the city (Tati) as well as to maintain their indigenous beliefs about Damavand and its mythological stories, which affect the creation of a positive mental picture in the minds of individuals, and can in order to attract tourism, inhabitants and capital to the city, it should not be forgotten that the lack of cultural spaces in the city as well as the lack of suitable culture of tourism among residents could be a danger in this regard.



Map 4.4: Cultural centres

4.6 Economic and Tourism Studies

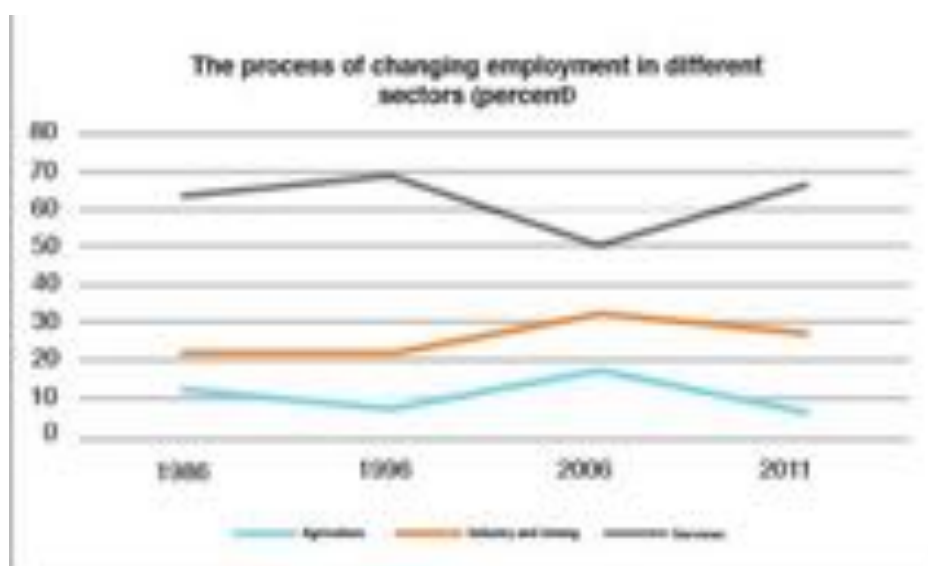
One of the most important areas of city cognition in the field of branding is economic and especially tourism, which is also of importance in this research and is considered separately.

- Different sectors of the economy in the city

If we want to categorize the economy of Damavand into three categories of industry, agriculture and services, according to the data centre of statistics, the employment trend of Damavand residents in each of these sectors from 65 to 90 is in Table 4.2:

Economic sectors	1986		1996		2006		2011	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Agriculture	490	11,9	423	7,1	5160	17,6	1383	12,73
Industry and mining	905	22	1306	21,9	9583	32,6	2462	22,67
Services	2641	64	4090	68,7	14647	49,8	6143	56,58
Other	82	2,1	134	2,2	-	-	869	8
Collection	4118	100	5953	100	29390	100		

**Table 4.2: Changes in employment trends in different sectors
(based on Statistics Center data)**



**Chart 4.1: Chart of Changes in the Employment
Changes in Different Economic Sectors**

As it is clear from the chart above, the economy of Damavand is more based on services, and industry and mining and agriculture are in the next ranks. In general, employment in agriculture, despite its high potential, has been declining, reaching nearly 7%.

the construction of villas in the gardens around Damavand, which has led to an increase in employment in the 1990s. This downward trend can be explained by the increase in the rates for

employment in other sectors of the economy, the construction industry and services. This phenomenon is alarming with the presence of many gardens and agricultural lands around the city and even within the city, which can be the basis for specific and profitable economic activities.

Generally, the percentage of employment in the city of Damavand has been decreasing and the unemployment rate is unfortunately increasing, which is a controversial point. (Table 4-3: The trend of changes in the rate of employment and unemployment in the city)

Of course, the unemployment rate in Damavand is less than the average of the country, which is 12.3 percent.

Indicator	1986	1996	2006	2011
Percentage of employment	89.9	98.3	94.5	91.1
Unemployment rate	10.1	1.8	5.5	8.9

Table 4.3: Changing the rate of employment and unemployment in the city
(based on data from the Statistics Center - Population and Housing Census)

4.6.1 Special economic advantages of the city

As it was found out in theoretical foundations, the brand has a close relationship with monopolism, which means that the specific features of the city must be emphasized to overcome the specific market of that capacity. Damavand also has economic features that require more detailed studies. These qualities can be attributed to the agricultural benefits (although the share of the agricultural sector in employment is negligible, but this city has a lot of potential for certain specific products such as apples, walnuts, honey, etc., and even now these advantages are used (Mines and tourism), with its natural and historical blessings as well as mythology.

4.6.2 Damavand apples

According to the general census of agriculture in 2014, Tehran province, which was conducted by the country's statistics organization, among 16 districts of Tehran province, Damavand city with 8856 thousand trees, from 19603 thousand, the total number of trees in the province is ranked first and about 45 percent of the total province's apple trees. In this regard, it should be added that Damavand has 17,000 hectares of agricultural land, about 9,500 hectares of which are fruit gardens, and are important centres for fruit production in Tehran province. Production of garden products such as apples, peaches, pomegranates, apricots, pears, walnuts, and all types of native and grainy fruits, including garden products, is one of the city's most prominent producers. About 300,000 tons of crops and gardens are produced annually in this city, of which about 200,000 tons are devoted to apple trees (although this figure is about 82 years and now the production of this product is 300,000 tons). The quality of apples has a worldwide reputation in terms of taste, form and shape and nutrients. Mechanized cropping and the use of

equipment and facilities in the city's fruit gardens and the use of new technology and new technology has led to the production of this product in the gardens of the area is always with the highest amount per hectare and breaking the production record in the country. Also, according to the vice president of the gardeners' union, the quality of Apple's Damavand is so high that its price in neighboring countries is 40 cents more than American apple, and this apple is competitive with the largest apple producers in the world, production of apple per hectare in the country, About 15 tons but due to good weather and climate in Damavand, this amount will reach 30 to 35 tons per hectare "(Mehr News Agency). Therefore, the city has a very high potential for apple production and monetization in this field, especially for farmers and related service businesses, but unfortunately, there is not enough infrastructure in this area as well as planning and advertising. For example, this city The only storage capacity is 60,000 tons of apples, or if the bargain talk leads to little profit to the farmers, which will require planning, which will be further analyzed in the later sections of this paper.



Figure 4.20: Damavand apple
(Source:<https://tarood.ir>)



Figure 4.21: Damavand apple
(Source:<https://tarood.ir>)

4.6.3 Honey

Another economic advantage of Damavand is its ability to grow bees. Honey and Damavand are two indistinguishable words from each other, and the ancient beekeeping and honey production is the rooted work of the people of this glorious and memorable land of the past centuries. The lush green food plain of Damavand is the source of the honey bee queens who, thanks to their existence, will also enjoy the hives of other parts of Tehran province (Fars News Agency).

There are more than 300 types of pasture plants and vegetation. There are also about 17,000 hectares of agricultural land and the production of all types of apple, peaches, cherries, cherries, walnuts, plums, apricots, figs, pomegranates, etc. It is possible to use buckwheat from pollen and nectar in these trees. And on the other hand, more and more fertilized crops have been fertilized. Indigenous, traditional, and historical and ancient experience of Damavand people in beekeeping are also unique beekeepers in the city (Young Journalists Club) In this regard, according to the results of general census of Agriculture 2014-2015, from the total of 646 total beekeeping operations in Tehran Province, 165 provinces have been located in Damavand (Statistics Centre of Iran, 2014). In this regard, Damavand city Tehran province is in a special place, in addition, the quality of honeybee and queen bee in Damavand city is in high level.



Figure 4.22: Damavand bee keeping
(Source:<https://asaltabiee.blog.ir>)



Figure 4.23: Damavand bee keeping
(Source:<http://www.varboon.com>)

4.7 Tourism and economy

Desirable climatic conditions for the city and the presence of magnificent landscapes and unsurpassed natural landscapes such as mountains, plains, meadows and grasslands, natural glaciers, springs, riverside streams with beautiful valleys and abundant historical monuments. Provides a perfect place for natural tourism and historical tourism. There are 86 cultural heritage works in this city, most of which are historical and religious works with 47 and 30 works, respectively. Damavand is one of the most important destinations in the province of Tehran, which has 11% of the total tourist attraction of the province. In this regard, after the city of Tehran, it is ranked second. Of the city's attractions, 10.5 percent are human attractions, 21.1 percent natural attractions and 68.4 percent are cultural attractions. The development of tourism in this city is a function of the combination of natural-cultural attractions that have been strengthened by human-mindedness. In fact, one of the main reasons for the importance of this international city is the presence of the Damavand volcanic mountain as the highest mountain in the country. The presence of these attractions will be very strong in this city it possible to replace ecological segmentation to improve its position in the tourism industry of the province. Of course, to achieve this goal, it should not neglect the combination of human attractions with the natural and cultural attractions of this city (Allameh Tabatabai University, 2006: 317). The general information on this natural and historical heritage of Damavand city is given in Table 4.4.

Table 4.4: Study of the location and characteristics of the ancient and protected areas of the cultural heritage and tourism of Damavand
(Source: Cultural heritage and tourism and handicrafts of the province of Tehran based on the comprehensive plan of the eastern province of Tehran)

Row	Name	Geographical location						Height (m)	Age
		Geographical extent			Longitude				
		Sec	Min	Scale	Sec	Min	Scale		
1	Central Mosque	13,5	43	35	9.6	4	52	1980	5th Century
2	Imamzadeh Abdullah	12,3	43	35	12.9	4	52	2002	6th and 7th Centuries
3	Holy shrine 1	26,3	43	35	11.4	4	52	1995	Restoration of the building
4	Holy shrine 2	26,3	43	35	11.4	4	52	1995	150 years
5	Bath house of Darvish	26,3	43	35	11.4	4	52	1995	Safavian
6	Obeydollah	31	43	35	8.9	4	52	1994	Late seljuk
7	Shamsedin	51,2	42	35	58.9	3	52	1974	Nearly 350 years
8	Shably Tower	3,4	43	35	8.9	4	52	1990	Seljuk period
9	Navab market								About 200 years
10	Imamzadeh khatoon	39,5	43	35	23	4	52	2018	6th and 7th Centuries
11	Caravanseraï								About 60 to 70 years
12	Imamzadeh qasem	4,9	44	35	57.8	3	52	2076	6th and 7th Centuries
13	Tomb of sheikh iraqi	20,6	43	35	5.1	3	52	2010	
14	Golestan saeed	20,6	43	35	5.1	3	52	2015	
15	Garden and mansion Heshmat al.dyvan	56,4	43	35	5.1	3	52	2010	
16	Cheshmeh a'ala								
17	Historical house of Jilard								
18	Sheikh baghdadi	24,6	41	35					
19	Imamzadeh mohammad	41,9	41	35	41.8	2	52	1960	Restoring of the building
20	Jewish cemetery	40,4	41	35	5.9	2	52	1982	5th and 6th centuries
21	Imamzade mohammad shalambek	45,9	40	35	44.3	2	52	1870	6th and 7th centuries
22	Historic bridge	49,5	40	35	50.4	2	52	1858	Safavid and Qajar
23	Kanek village	15,4	42	35	57.2	29	52	2187	
24	The castle of cohnak village	15,4	42	35	57.2	29	52	2854	5th and 6th centuries
25	Ferdosi bridge	27,9	40	35	48.5	29	52	2854	5th and 6th centuries

Table 4.4: Study of the location and characteristics of the ancient and protected areas of the cultural heritage and tourism of Damavand

(Source: Cultural heritage and tourism and handicrafts of the province of Tehran based on the comprehensive plan of the eastern province of Tehran)

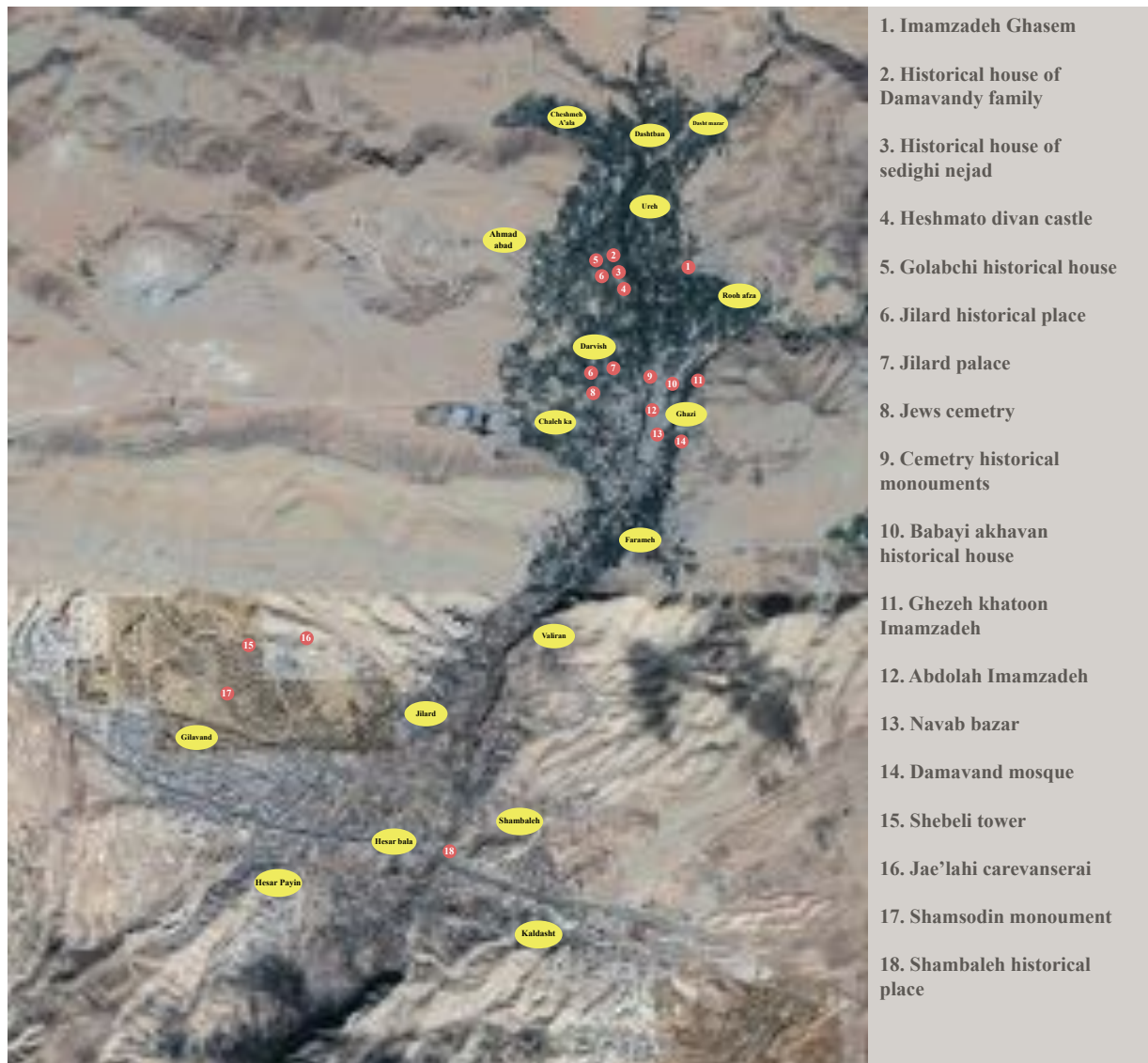
Row	Name	Geographical location						Height (m)	Age
		Geographical extent			Longitude				
		Sec	Min	Scale	Sec	Min	Scale		
26	Teymori castle of Bahr village	39.5	41	35	50	25	52	2338	Early centuries of Islam
27	Holy sadr al.din and bibi khatun	13.1	42	35	47.6	22	52	2363	8th and 9th Centuries
28	Shahrzadeh hussein	50.2	42	35	13.7	19	52	2620	7th and 8th Centuries
29	Shahzadeh ali	57.2	42	35	15.8	17	52	2661	
30	Hoveir village caves			35			52		
31	Taar lake	30.3	43	35	15.8	17	52	2661	
32	Aru village	5	40	35	54.6		52	2363	
33	Chara mountain	46.6	39	35	18.5	17	52	2348	Zandiyeh and Afshariyeh
34	Seyed abad historical bath	34.6	38		30.4	23		2228	Late safavid period
35	Darvish castle	27.1	39	35	50.8	24	52	2453	
36	Roostam castle	13.8	39		50.8			2507	From saljuk till Qajar era
37	Shah gholi castle	52.3	39	35	8	22	52	2524	3th and 4th centuries
38	Sarbandan village	52.3	39	35	8	22	52	2524	Early safavid
39	Takhte shah castle	3.8	39	35	14.6	22	52	2371	Pre.Islam
40	Historical castle of khosravan village	52.6	39	35	8.7	13	52	2485	
41	Abdollah shrine								Middle Qajar
42	Nozar castle	10.1	40		37.5	12		2449	4th and 5th centuries
43	Ayineh varzan			35					Nearly 250 years
44	Kooh ganji castle	42	41	35	50	12	52	1980	
45	Zeynolabedin shrine	38	49	35	46.1	2	52	2002	
46	Do baradar shrine	13.5	43	35	9.6	2	52	1995	Qajar era
47	Hashem shrine	12.3	43	35	12.9	4	52	1995	Current era
48	Caravanserai in the cambodian valley	26.3	43	35	11.4	4	52	1995	3th and 4th era
49	Aab ali Hotel	26.3	43	35	11.4	4	52	1995	
50	Shah chenar shrine	26.3	43	35	11.4	4	52	1995	

Table 4.4: Study of the location and characteristics of the ancient and protected areas of the cultural heritage and tourism of Damavand

(Source: Cultural heritage and tourism and handicrafts of the province of Tehran based on the comprehensive plan of the eastern province of Tehran)

Row	Name	Geographical location						Height (m)	Age
		Geographical extent			Longitude				
		Sec	Min	Scale	Sec	Min	Scale		
51	Pir galambu shrine	35.7	43	35	1.7	4	52	1980	5th Century
52	Darvazeh cave	9.6	43	35	45.7	4	52	2002	6th and 7th Centuries
53	Hamzeh shrine	1	43	35	56.8	4	52	1995	Restoration of the building
54	Qajar houses	40.8	43	35	38.9	4	52	1995	150 years
55	Historical three	2.6	43	35	3.7	4	52	1995	Safavian
56	Historical bath in mara village	58.7	43	35	7.4	4	52	1994	Late seljuk
57	Faze khatun village	58.7	42	35	7.2	3	52	1974	
58	Bibi shrine	7.1	43	35	23.7	4	52	1990	Seljuk period
59	Gatmir castle	54.5							About 200 years
60	Maranak village	7.9	43	35	23	4	52	2018	6th and 7th Centuries
61	Ancient courtyyards	12.2							Nearly 350 years
62	Mohammad Taghi shrine	32.8	44	35	5.2	3	52	2076	
63	Namir historical bridge	41	43	35	5.1	3	52	2010	
64	Firoozkooh historical bridge	6.5	43	35	34.2	3	52	2015	Qajar era
65	Bidak village	44.8	43	35	5.1	3	52	2010	6th and 7th Centuries
66	Vadan village	31.7							
70	Koohan village	34.9							
71	Kian city	19.8	41	35					
72	kilan mosque	54.5	41	35	47.4	2	52	1960	Restoring of the building
73	Kilan historical bath	39.1	41	35	10.4	2	52	1982	5th and 6th centuries
74	Khorab fajan castle	3.4	40	35	44.3	2	52	1870	6th and 7th centuries
75	Historical kabood dareh		40	35	50.4	2	52	1858	Safavid and Qajar
76	Holy shrine in boolan village	39.5	42	35	57.2	29	52	2187	5th and 6th centuries
77	Zoor abad castle		42	35	57.2	29	52	2854	5th and 6th centuries
78	Soolak castle		40	35	48.5	29	52	2854	8th Century

Also, in order to know about the dispersion of these works inside Damavand, the following map has been produced. As it is known, this dispersion is more visible in the historical core of the city.



Map 4.5: City's historical places distribution

Now, given the importance of the natural, historical and cultural heritage of a city, it is necessary to highlight some of them which have a greater impact on the city of Damavand.

4.7.1 Cheshmeh A'ala: A water spring that sinks from the rocks, and due to the demand for spending time at the holidays it has been facilitated. The green space around the spring is a good place to relax (Allameh Tabatabaei University, 2006: 318). This spa is in the northwest of Damavand city which is one of the natural attractions for both local and tourists.



Figure 4.24: Cheshmeh A'ala
(Source:<http://seetehran.com>)



Figure 4.25: Cheshmeh A'ala
(Source:<http://seetehran.com>)



Figure 4.26: Cheshmeh A'ala
(Source:<http://seetehran.com>)

4.7.2 Damavand central Mosque: This mosque is located within the fabric of the martyrdom in the courtyard of Qazi. The current building has two niches, the northwest of which is based on the mosque of four avant-garde buildings. The interior decoration of the buildings includes: seven-tone painted flowers and bushes, portions above the porches and also windows in the form of a seven-tiled basin, and the upper part is adorned with a row series of tiles and a line inscribed in the inscription. The mosque is a monument of Seljuk architecture.

It was repaired at times of the Safavid kings. The doors of the mosque have a magnifying glass that can be seen on the east and south of the mosque (Allameh Tabataba'i University, 2006: 318). This historic mosque is located just a short distance from Imam Khomeini Square (Raza) and is in the alley of Jame Mosque. According to some historians, Damavand MosqueIt is one of the first mosques built in Iran in the style of Arab mosques, but there is nothing left of it and the works that are now from the old monument of this mosque are related to the fifth century, This building has been registered with the number 230 in the national monuments list.



Figure 4.27: Central mosque
(Source:<https://www.imgrumweb.com/>)



Figure 4.28: Central mosque
(Source:<https://www.imgrumweb.com/>)

4.7.3 Tomb of Imamzadeh Abdollah: In the centre of Damavand and at the beginning of the municipality boulevard, a huge building is located as a burial tomb tower dating back to the eighth century AH. The tomb is made of cobblestone and gypsum plaster and is up to one and a half meters high. It is built with a very beautiful brickwork. In general, perhaps due to the architectural scope of this building, it is one of the largest Imamzadeh in Damavand (Nazari, Varkesh, 2017: 23).

4.7.4 Imamzadeh Abdullah and Abayadullah: This tomb, which is respected as the tomb of Imamzadeh Abdullah, is in the northern part of Damavand city, 550 meters north of the mosque. (Allameh Tabatabai University, 2006: 319). This monument is a type of tower with 33 cracks

and according to the architectural style, it attributed it to the Seljuk and early Mogul period. This building has been registered with the number 922 in the national monuments list (Nazari, varkesh, 2017: 24).



Figure 4.29: Imamzadeh Abdullah and Abaydullah
(Source:<http://deva.ir/news>)



Figure 4.30: Imamzadeh Abdullah and Abaydullah
(Source:<http://deva.ir/news>)



Figure 4.31: Imamzadeh Abdullah and Abaydullah
(Source:<http://deva.ir/news>)

4.7.5 Damavand Shebly Tower: This building is located 270 m northwest of Damavand mosque. The first building was built in a simple and octagonal style in the 5th century AH, and the next decoration has been done in Seljuk style. The entrances of the building are arranged with arches and beautiful decorations with brickwork on top and around the entrance. Inside the tomb circular and outer diameter of 475 cm, the lining of the dome cone (Allameh Tabatabai University, 2006: 320). This tower is in fact a memorial for Sheikh Shebly who was appointed by the Caliph Abbasi for the Emirates of Damavand. According to the well-known narration, the building was built at the time of Albuya and was restored in Seljuk time (Nazari, varkesh, 2017: 25).



Figure 4.32: Shebly tower
(Source:<https://tripyar.com>)



Figure 4.33: Shebly tower
(Source:<https://tripyar.com>)

4.7.6 Jewish Cemetery: In the west, Jilard Damavand is a large cemetery with a huge and large grave, known as the Jewish Cemetery. This cemetery consists of two parts. The cemetery is older than the southeast and the newer cemetery is in the north. At the end of the south-eastern part of the two Jewish cemeteries, there are remains of the Islamic cemetery. At the level of the Islamic cemetery, there are remnants of Islamic temples dedicated to the Seljuq tribes, which dates to the 5th and 6th centuries AH. Jewish cemetery in the east and west direction with a gravestone, an integrated box, a cube, a half cylinder, a rectangular cube mainly made of granite. (Allameh Tabataba'i University, 2006: 320).



Figure 4.34: Jewish cemetery
(Source:<https://tarood.ir>)



Figure 4.35: Jewish cemetery
(Source:<https://tarood.ir>)

4.7.7 Tisab waterfall: It is one of the beautiful waterfalls in the area, which flows from the tidal zone. The southern slopes of the two-valley are two small valleys, each with different volumes depending on the season. Some of these valleys lead to tight teasab. The tisap spring is also located in the tangu where the taste of water is spicy and therefore it believes some mineral and therapeutic properties (Nazari, Workshop, 1396: 32).



Figure 4.36: Tizab waterfall
(Source:<http://blog.iranmarcopolo.com>)



Figure 4.37: Tizab waterfall
(Source:<http://blog.iranmarcopolo.com>)

4.7.8 Tar and Hoveyr Lake: Tar Lake is one of the most beautiful lakes enclosed in the Alborz mountains. In the northern direction of this lake, the peaks of Dobroar and Engelmar are 4000 meters high, forming part of the long bioreactor. Zarinkouh Mountains also surround the lake from the south. The location of this lake between these two high mountains and the high elevation of the lake from the open sea has caused the lake's water and the surrounding air to cool even in the summer. It is about a kilometer away from Tar Lake to Hoyer (Nazari, varkesh, 2017: 84).



Figure 4.38: Taar lake
(Source:<http://www.iranmarina.com>)



Figure 4.39: Taar lake
(Source:<http://www.iranmarina.com>)

4.7.9 Mount Damavand: As mentioned earlier, this mountain is in 26 km from Damavand city. The proximity of this city to the mountains, as well as the ending of mountain paths from inside the city to Mount Damavand, are important for the city, its development as well as brand definition.

In general, many of these historical, natural and cultural heritage are not within Damavand's own city and may be in promenades around the city or surrounding villages, but given that Damavand is the closest city to these points, it can provide tourism support services and to enter the city of foreign capital with the arrival of tourists. In the tourism field of Damavand, we should not forget about things like souvenirs and handicrafts in the city.

4.7.10 Souvenirs and crafts Damavand: Damavand has many souvenirs and handicrafts. Damavand handicrafts include Jajim, wool, cotton fabrics, rovings, towels, tablecloths, vejves, embellishments, mosaics and ... and souvenirs of Damavand, Totak, Halva Lousse, Local Bread, Candy Kilan ... Also, as previously discussed, the products of Damavand, honey, walnuts, apple trees, peaches, cherries, flowers ... Some of them, such as honey, walnuts and apple trees, are unique products.

4.7.11 Supporting tourism functions: One of the most important points in tourism is tourism services and operations that support tourism and serve tourists. These functions are very important in branding, as they were studied in the theoretical foundations, but unfortunately our country does not pay much attention to this point, and most of our cities are weak in this area; the city of Damavand is no exception to this rule, and it can be said In this regard, the situation is worse than other cities in the country, as there are no hotels in this city, only Damavand teacher's homes, Roohafza, Ahmedabad, Shade Mostafa Khomeini camp, Damavand settlement complex, Safari's inn and several suites can be chosen as a place not very suitable for staying, which is itself a planning and change approach. Of course, in the area of restaurants and meals, it should be said that Damavand has a relatively good location, and restaurants with special specialties such as Safari Restaurant, Gol Ice Restaurant, Milad Vistoran Deluxe Emerald Restaurant. Italian Stella can also be a good offer for those who are interested in Italian food. There are several cafes and cafes besides these restaurants, which makes Damavand almost acceptable in these aspects.

4.7.12 Economic-tourism summing

The city's special potential in historical, natural, tourism and agriculture has made special

economic advantages in Damavand, but unfortunately statistics show that the city's employment rate is declining. Particularly in the field of employment in agricultural activities, although 40 percent of the city's land is allocated to gardens and agriculture, employment is declining. The importance of economic development, especially in urban regeneration, is not at stake, Therefore, branding can be done by creating a market competitive and successful cities in this competition will make economic development even more effective and become a kind of development stimulus. In Damavand, support for agricultural and export products as well as tourism development, given the vast potential existing can bring about economic growth, especially in historic and worn-out urban contexts.

4.8 Physical-environmental studies

After studying the city in terms of geographic, socio-cultural and economic-tourism, the physical- environmental dimension must also be evaluated. As stated in theoretical foundations, it is one of the important factors in urban bridging of the city and the body of the city, and to what extent this body is integrated and can offer special qualities to the minds of citizens and visitors of the city. In fact, the significance of physical-environmental studies is that this dimension can have a great impact on the mental aspect and image that people have of the city.

4.8.1 The overall view of the city

As mentioned earlier, Damavand is a city with a large part of it being gardens and agricultural fields. It is located on the slopes of Mount Damavand, resulting in a steep slope, and it is not easy to construct a dense building. Crossing the passageways is also difficult between construction. Consequently, in this city, other than specific contiguous textures, it is not visible. What is most apparent is the house of old gardens and gardens, which are built along rivers that are located north to south and it also has an ecological view and deep view towards the northern mountains. In this regard, it should be added that the sky line and the observance of the coordination of construction materials in Damavand are fairly respected and do not mention high-rise buildings that overwhelm the skyline, with the exception of some marginal areas. In general, the city of Damavand, from the viewpoint of the city and the overall view, is a relatively good combination of nature, housewives, alleyways and narrow passages connecting these features, and in particular in the central and central axis of the city, a unique and distinctive feature It induces the visitor, and maybe only in the marginal and newly constructed areas of this cinema, this is a disadvantage to itself, despite the fact that there is no dense tissue.



Figure 4.40: City view
(Source:<https://www.archdaily.com>)



Figure 4.41: City view
(Source:<https://www.archdaily.com>)

4.8.2 City Space Organization

The spatial organization of the city is composed of two main cores, and several sub-nuclei linked to these two hotspots are roughly discontinuous. The main centres of shaping the spatial structure of the city, which are different in terms of history and history, are the “Gilavand” center in the southwest of the city, whose history dates back to recent years and is a new building, and the old Damavand center consists of neighborhoods (Ghazi, Faramah, Darvish and Chaleh Kah) these two centers, which play a dominant role compared to other city activity centers and functionally most of the major service applications are deployed at the transhumance scale around these two cores, including the link artery that connects the constitute of the metropolis. Other subordinate nuclei are also predominantly located in the former villages, and thus each of them alone has some specific function. From this, the sub-centers can be found in the plains, Ureh, Dashtan, Cheshmeh A’ala, Jillard and Shalambah. The skeleton and main communication network of the city consists of two axes perpendicular to Ayatollah Khamenei and along the shahid Beheshti-Imam Khomeini axes. The northern north of Beheshti-Imam Khomeini establishes a functional link between the two main centers of activity and access to the surrounding suburbs (Sharmand Consulting Engineers, 2005). Also, the basic role of the Tehran-Firouzkooh crossing passing south of the city of Damavand in shaping the spatial structure of the city Including north-south rivers and gardens stretched along it.

4.8.3 Urban texture

In general, as previously stated, 40% of the land in Damavand is made up of gardens, agricultural fields and gardens, and the rest are roads and other urban uses. Consequently, in general, there is not much urban texture in the city, That's why there is no historical texture in Damavand. Most importantly, the whole city has been registered as the historic city on September 24, 1310 with the number 56 in the national monuments list of Iran, as well as the monolithic buildings in previous section as legacy recordings were briefly reviewed. The general pattern of construction in the city of Damavand is basically based on the garden-house, and the section is made up of a smaller percentage of the earth’s space, but this pattern is not respected in newly built towns. As to the quality of building construction, as shown in the table below, a small percentage of the building area is made up of unsecured and unstable buildings.

The quality of the building	Number	Area (ha)	Percentage of the total city
No building		156	80%
Under construction	401	1.5	0.7%
New building	3188	11,5	5.9%
Acceptable	7068	19	9.8%
Reparation	1994	3,4	1.7%
Destructed			0%
Ruined	67	1,6	0.8%
Worth keeping	19	0.5	0.2%
Legacy recorded	10	0.6	0.3%

Table 4.5: Building quality in the city



Map 4.6: Quality of the building in the city

Map 4.6: The wear range of Damavand city has been displayed. These ranges are in the old townships, Ghazi and Chalaka, and other places called Gilard. The area of the worn out texture of the city is about 4.6 hectares, due to the passing of the Masha-Fasham fault 400 km long, Damavand is one of the most earthquake cities in Tehran province. Due to the low quality of the structures of some buildings, slopes and narrow passages, Imperfect treatment of these tissues is especially important in Damavand, and the restoration and rehabilitation of these areas in Damavand is one of the most important goals of this research.



Figure 4.42: Samples of Damavand Worn Texture (Source: <https://tarood.ir>)

4.8.4 Transportation

Depending on the formation and development of the main core of the city, due to topographic and hospital constraints with specific elevation characteristics, the structure of the passageways and the hierarchy of accesses can also be classified into north-south and east-west sections. Depending on the formation and development of the main core of the city and the topographic and hospital constraints with specific elevation characteristics, the structure of the passageways and the hierarchy of accesses can also be classified into north-south and east-west sections.

- The first group, the north-south networks, which often include the main and most important streets of the city, has a relatively high role in the movement and accessibility of the city, and according to the longitudinal north-south section of the city, it connects the northernmost parts of the city with the south. Due to the length of these axes, they are almost parallel to the curves of their length and length, and the slope is slower than the second passages. These streets are mainly characterized by transverse sections and the width of the appropriate asphalt in them provides relative ease of travel. Due to the large number of frosty days of the year and the necessity of access to roadblocks and salt spraying machines to create the possibility of traffic, this issue gives them a great deal of importance.

- The second group of eastern and western passages: These passages, which mainly comprise the suburbs of the city with wings of less than 8 meters and most of which are the organic network of the city's old and secondary nuclei, are roughly vertical due to the vertical orientation of the lines of equilibrium and Commuting is especially difficult in the cold seasons. These passages often do not have cross sections, and their width varies along their path. Of course, this whole is not covered by the traces of new constructions of southwestern settlements (Sharmand Consulting Engineers, 2005).

It is clear that the Tehran-Firuzkoush axis plays an important role in the regional movement in Damavand, as well as its economic impact as one of the sources of the city's entrance. It should also be noted that the arrival and departure of Tehran to Damavand is mainly taxi or minibus from Sohra Tehranpars to Damavand Station and from there onwards a taxi line takes guests to the city and near the municipality of Damavand, most of the transportation inside the city With personal cars, residents often have personal cars. Unfortunately, the northern-southern axis of Shahid Beheshti is almost the only pivot point for passengers to move from the highway to the city.

4.8.5 Land use

Land use is also important due to the identification of the major land use in the city and the dominant role of the city in branding of the city and can also have a significant impact on the proposals. As shown in the table below, residential use accounts for about 10 percent of the total number of uses, which is very low compared to other cities, the highest usage in the city, which accounts for about 42 percent, is inactive. Which requires attention in order to use Internal potentials and development are intermediate, especially as they can be considered in the development of a specific brand of the city. On the other hand, gardening and agriculture also account for 41% of urban utilities (90 ha), it is true that this figure is very large and appropriate in comparison with other cities, but it should be noted that in the comprehensive design of the city of Damavand in 2005 stated that "almost 70 percent of the total area of the city is equivalent

to 1712 hectares of land within the area under the cover of agricultural lands and gardens" (comprehensive plan of Damavand city, 2005), apart from the contradictions that may be present in the preparation The previous master plan and the current detailed plan, this reduction is very dangerous and its accuracy with regard to Google satellite imagery is to some extent but it can be viewed as the main reason for the change of use to the villa's gardens.

Use	Number	Area (ha)	Percentage of the total city
Residential	7198	22	9.87
Research and technology education	19	0.5	0.25
Educational	59	1.3	0.6
Administrative and law enforcement	67	1.6	0.52
Commercial	1999	1	0.36
Sports	7	1.1	0.04
Healing	5	0.8	0.83
Atistic culture	9	0.09	0.19
Park and green space	88	1.8	0.14
Religious	50	0.4	0.19
Urban facilities	23	0.3	4065
Urban Equipment	31	0.4	0.04
Gardens and agriculture	2041	90	0.28
Historic heritage	8	0.09	0.52
Industrial	3	0.6	0.16
Tourist recreation	58	1.1	0.04
Workshop	65	3.5	0.16
Residential gardens	31.8	4.1	1.87
Empty	1860	92	41.84

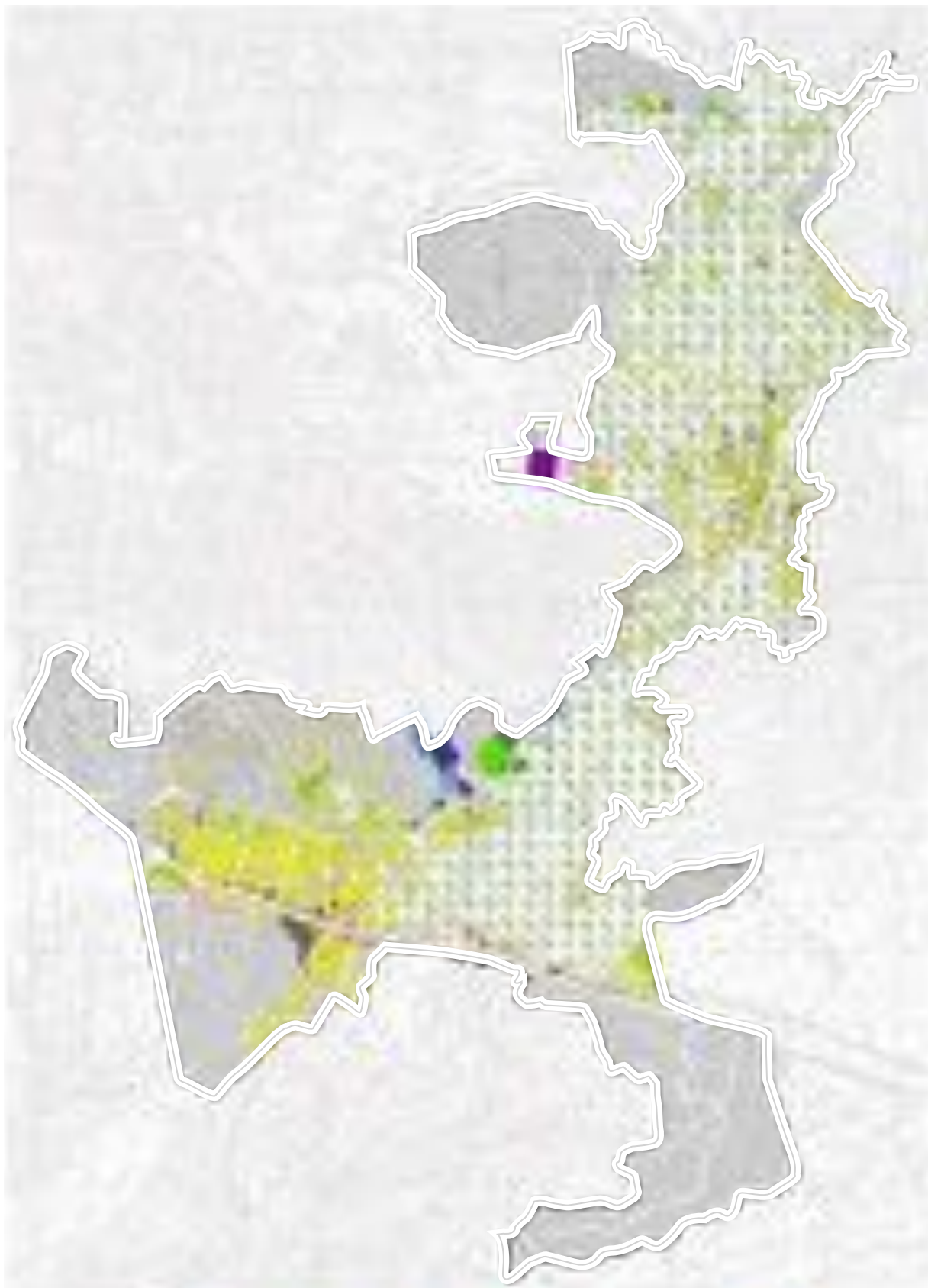
Table 4.6: Area and percentage of urban usage



Figure 4.43 : Villas and gardens in the plain of Mosha in 2000



Figure 4.44 : Villas and gardens in the plain of Masha in 2015



 RESIDENTIAL	 SPORT	 URBAN FACILITIES	 INDUSTRIAL
 RESEARCH CENTER	 MEDICAL	 Urban equipment	 TOURISM AND LEISURE
 EDUCATION	 CULTURAL AND ARTISTIC CENTERS	 TRANSPORTATION AND INVENTORY	 WORK SHOPS
 Administrative and law enforcement	 PARKS	GARDENS AND AGRICULTURE	RESIDENTIAL GARDENS
 COMMERCIAL	 RELIGIONAL CENTER	HISTORICAL PLACES	 EMPTY LAND

Map 4.7: Land use

4.8.6 The process of villas in the city

As it was shown in the previous section, the trend of villas has grown significantly in 15-years between the years 2000 and 2015 (due to satellite images and land use area) in Damavand, although the exact determination of this growth requires detailed information and further studies. Of course, this phenomenon is one of the special features of Damavand. Due to the good climate, the existence of natural and historical specialties, as well as its proximity to Tehran, Damavand has become one of the best options for villas.

Is this a phenomenon for urban development, especially economic development and city brand and the city's social and cultural status positively evaluated?

If the expansion of the villa and the increase in the number of its inhabitants and users of them are intertwined with the local people, then this would be the creator of social capital and the foundation of development; otherwise, they will become anti-development, by eliminating internal cohesion in the villages. (Firouzniya, 2013: 79). According to the results of this study, inhabitants in Taroud district of Damavand city in an article entitled "The consequences of expansion of villas (second homes) in rural areas", it is concluded that the superiority of the negative and positive consequences of this phenomenon is evident in the studied area. The phrase "changing the use of agricultural lands, changing the outlook of the village, reducing social cohesion, increasing income disparities among the villagers, increasing social anomalies, the emergence of differences between local inhabitants and villa owners, and so on" (Firouzniya et al., 2011: 168). Of course, the city has a complex nature, and the plasticisation phenomenon and its results are of this complexity, which requires more detailed and scrutiny, but what is clear in the early studies is that the effect of cellulase on urban branding will not be positive either. Because with this, practically the use of gardens and agriculture that will have a profound effect on the special image of Damavand will be eliminated, especially the apple tree gardens, whose economic impact, especially in the face of attention, will be high.

In the long run, it will have a negative effect on the climate and the environment of the city. In the absence of convergence, villa owners and residents of the city will face a lot of social problems that will negatively affect the sense of belonging and participation of the people, although this may be due to the good convergence of the inhabitants and the villagers have good cultural effects, especially in the field of tourism or the economic effects of selling villas. In general, we can say that the current strategy may be summarized as follows:

- Decrease licensing for the construction of a villa
- Determine specific areas in abandoned lands, Bayer and ... to build villas
- Encouraging villagers to maintain gardens
- Improving the agricultural situation in the city and surrounding area
- Encouraging and educating villa owners to maintain native customs and culture, especially with branding programs.

4.8.7 Summarizing physical-environmental studies

As previously stated in theoretical foundations, the integrated and distinct body in creating a positive mental image among the visitors of the city will have a significant effect. Damavand has so far been able to make a fairly decent picture of the location of buildings among gardens and rivers. But this image is at stake in view of the destruction of gardens and the lack of observance of special provisions and materials, especially in view of the increasing number of plastic bottles.

Endogenous development is one of the common principles of branding and urban regeneration, which is a positive step in realizing this important principle due to the existence of a lot of land within the city of Damavand by locating development incentives in these lands.

Another important point to be made in urban branding and recreation is that the city's proper functioning as an integrated urban system means that urban utilities along with the public transportation system and infrastructure must work in harmony with each other so that the experience of tourists and the inhabitants of the city are evaluated positively.

To this end, due to the development of tourism in Damavand, attention should also be paid to the development of transport-oriented (TOD), and, if proposed attractive applications in the city, its traffic and infrastructure capacities are also provided.

4.9 The unique features of Damavand city

After studying Damavand city in different components, should give a brief overview of the unique features of the city that can be considered in the city brand perspective. These features can be summarized in the following sections:

- An old city with a considerable amount of ancient works: Damavand is one of the oldest cities and the first mythical cities in Iran's narrative history and, as specifically mentioned in this research, this unique feature of the city in its branding, can benefit.

- A mythical city in Persian literature: Damavand is one of the few regions that are named after the mythical and folkloric culture of the people of this border and the manifestation of freedom and the plundering of oppression and bayadd Zahhaki by the most popular man of this land, Kaveh Ahangar. Damavand is the place where Arash, the Iranian hero to save his country from the Turanians, put his whole life on his feet and relied on the strength of the Damavand Mountain, and he threw over to Transoxania and expanded the house of Iranians.

- Mount Damavand as a natural element unique to Damavand city: As mentioned before, Mount Damavand is one of the unique natural features of Damavand city, both in terms of visibility and landscape, both in terms of ability to perform winter sports and birding, or from In terms of its history and the coming of its name in the mythological literature of ancient Iran. Therefore, special attention to this element of the index is necessary for brand making of Damavand city.

- Special products such as honey, walnuts, apples, and so on. Handicrafts and handicrafts: Damavand is due to special mountainous weather, plant species and soil types with special products such as honey, walnuts, apples and ... It also has its own indigenous industries and handicrafts, which are also very effective in the brand name of Damavand and need attention. Especially products such as apples and honey are unique in terms of quality and taste, and this city has a high capacity in their production.

- Suitable weather and humidity: The climate of the city of Damavand has high quality, so each year, many tourists are attracted to this city purely because of its clean, clean and breathable air, and it can be one of the special qualities of this city that should be in the process.

- There are special natural tourism elements: The city has special natural tourism elements such as rivers, Alborz mountains, lakes, waterfalls, caves and ... which will have a great impact on attracting tourists to this city.

- Special and beautiful corridors such as paradise: the topography of the land and morphology of the city of Damavand have led to the presence of beautiful corridors in the city, such as the road known as Paradise, which is very famous in the city and tourists visit it every year.

4.10 Summing up through the SWAT table

Table 4.7:Swat matrix of Damavand city in the field of branding and urban regeneration

SWAT	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
GEO- ENVIRONMENTAL	- Climate diversity - There are two rivers in the city - Mount Damavand near the city - High percentage of gardens and farms - Vast plains full of flowers - Green land scape - Waterfalls,Caves and other natural places around the city	- Slipping streets and steep slopes - Destruction of gardens - Earth quake zone - Absence of necessary measures for waste disposal	- The potential of using heights for holding winter sports - Possibility of expanding bee keeping in vast plains - Tourism potential of Mount Damavand - The possibility of increasing employment in the process of organic and natural products - Possibility of using good air potential to attract capital	- High risk of migration to the city due to a good climate (Over population) - Risk of floods - Risk of earth quake -Destruction of gardens - Threat of having the enough capacity for tourist attraction -Environmental pollution - Over construcion of villas
HISTORICAL	- The rich historical identity - Loyalty to the historical past from inhabitants - The presence of the name “Damavand” in Shahnameh, books of authentic poetry and stories - Having a very old historical site - The existence of historical and mythological celebrations	- Failure to introduce and identify the city’s history and myth - The lack of plans for strengthening city histoy and myths by city managers - Lack of proper storage of historical sites	- opportunity to strengh unity and empathy with inspiration from Damavand’s stories - Ability to strenth communication and social spirit by holding historic celebrations	- The danger of forgetting the myth and history of the city - The danger of destroying the historical places of the city
CULTURAL - SOCIAL	- The existence of authentic and profitable social texture - The diversity of ethnicities and languages	- The existence of contriverncy between various social groups - Low level of popular participation - THe lack of participatory institutions - Inappropriate behavior of city’s papulation with tourists - Lack of cultural facilities such as cinema, theatre, museum and so on.	- Formation and support of City council and increased amount of participation - The possibility of developing cooperative activities with the influence of local leaders - People are tolernt about new built neighborhoods	- The danger of social multiplicity and multiplicayion - The risk of leaving the young and skilled people from the city due to the lack of employment rate - The risk of reducing tourists due to the inappropriate behavior of the city inhabitants

Table 4.7:Swat matrix of Damavand city in the field of branding and urban regeneration

SWAT	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
ECO - TOURISM	- The existence of many historical,religious and cultural heritage sites for the development of tourism - High availability of agricultural and nutritional resources -Having a large part of the natural mines of the province - Agricultural products - High natural potential for tourism	- Accomodation of tourists in the city - Lack of consideration for the bee keeping and agricultural industry - Lack of adequate urban management for tourism -Lack of appropriate investments in tourism and agriculture	- Ability to introduce the city's language, culture and history to tourists -Ability to create, develop and expand nutrition industries with agricultural resources -possibility to use close proximity to Tehran metropolis to attract tourists	- The danger of the bee keeping industry being destroyed - Destruction of gardens and agricultural lands
FUNCTIONAL AND PHYSICAL	- The distance from the city to Tehran - Placed on the main road of Tehran-Firouzkooh -The relatively small number of buildings in the city	- Deprivation in the field of and investment program including the presence of railways,local airports and passanger terminals - Lack of public transport network - The difficulty of walking and cycling due to the high slope - Failure to observe the special rules of urban planning (congestion facade,etc) in the construction of villas	- Use of current flows of the Tehran- Firoozkooh road to develop the accessibility -Potential for the use of plentiful land in the city	- The risk of physical and functional exhaustion tissue - The risk of severe traffic jams, specially especially at the entrance of the city -The increasing trend of bulding villas regardless of the criteria that can destroy the city's landscape

after recognizing the status quo, in order to sum up the strengths, weaknesses, opportunities and threats of city branding in Damavand, according to the purpose of the research, a SWAT table was written for positive impact in the urban regeneration process. Now, in order to continue the research process in the form of strategic planning according to the SWAT table prepared in the previous part, the unique features of Damavand city as well as theoretical basis of the research, a questionnaire to understand the extent of brand strength of the city, as well as obtaining the city brand perspective Damavand has been prepared.

Another point that has influenced the formulation of the questionnaire is to find answers to these questions as to whether tourism and attraction of new inhabitants (especially residents of villas) will be positive or negative for Damavand city?

Strategies and policies will be developed by using the SWAT technique. At the end of the research, according to them the strategic map of Damavand brand will be drawn. Also thematic and topical projects for the use of city brand in order to recreate the historic and worn out neighbourhoods of Damavand city has been studied. Eventually, this strategic plan will turn into an operational plan in which the responsible organs of the projects, time and other information are identified.

4.11 Compilation of Damavand city brand questionnaire

The first objective of this questionnaire was to find the effect of attracting new tourists and temporary inhabitants (villas, second houses) to Damavand city (As it was examined in theoretical foundations, it should be determined that these two categories will have a positive effect on the city). Then understand the strength and effectiveness of the existing brand in the city to identify the strengths and weaknesses of this brand, the final goal is to determine the brand.



Figure 4.45: The objectives of the questionnaire

After identifying the goals, it is necessary to identify the target community and the statistical community. In branding, as was explored in theoretical literature, the goal is to attract inhabitants, tourists and capital, and it should also be noted that the role of citizens and urban management organs is also very important in this process. As a result, in order to understand the city's image, both the citizens of the city in question and the tourists, or those who have travelled Also, as stated in theoretical foundations, the best way to identify the image of a city is to people. So, in this research, the statistical society can even be the whole world, but given the fact that the city of Damavand seems unfortunately not yet able to create a global image for itself, it can be considered as the entire population of Iran, including those living in the city, have travelled to the city, or even have not seen the city until now, because the perception of these people will also be of great importance to the city. Eventually, a group of other actors, including urban activists, should be added to these groups as they will be responsible for the branding.



Figure 4.46: The target groups of the questionnaire

But the important point in the formulation of the questionnaire is that the studies used to identify the city have been used to identify the options of the brand perspective of Damavand city. With these interpretations, Damavand city branding questionnaire will be as follows:

Questionnaire

Age:

Occupation:

City of residency:

1- How is your acquaintance with Damavand city?

I'm living in Damavand

I know Damavand through the media

I do not know the city of Damavand

I know Damavand city for agricultural products and souvenirs

I am studying or working in Damavand

I have travelled to Damavand

Just passing from Damavand

I know Damavand city just because of Mount Damavand

2- What do you think of the city Damavand, what is the first pictogram that appears in your mind? (Please describe)

.....

3- What do you think are the most important features of the city? (2 or 3 items).

.....
.....

4- Which of the following screenshots will remind you of Damavand? (You can select 2 images)



5- What do you think of which of the following titles can be attributed to Damavand city?
(Please select 2 or 3 items)

- Damavand the historical city
- Damavand the city of paradise alleys
- Damavand city with wonderful weather
- Damavand the mythical city
- Damavand the green city
- Damavand the city of villas
- Damavand the white monster (referring to the mount damavand)
- Damavand the city of tourists
- Damavand the city of nature
- Damavand the city of marvelous fruits
- Damavand the city full of attraction
- Damavand the hospitable city

• If you have a title like the above, please write

.....

6- In your opinion, how much Damavand city is known in national level?

Very high High Low Very low

7- How much Damavand is known to you in the regional and global levels?

Very high High Low Very low

8- Think about the city's weather during a year. How is it?

Very good Good Bad Very good

9-Think about buildings and parks. How attractive are they in terms of landscape and beauty?

Very good Good Bad Very good

10- How clean is the city in terms of air, appearance and pollution?

Very high High Low Very low

11- To what extent do you think it is easy to find a affordable and fair accommodation in the city?

Very high High Low Very low

12 - How do you assess the quality of restaurant food in the city?

Very good Good Bad Very bad

13- What is the general standard of amenities and public services in the city, such as schools, hospitals, public transportation, and sports facilities?

Very good Good Bad Very bad

14- What is the general public behavior of the city against you?

Very Good dealing Good dealing Bad collision Very bad collision

15- How secure are you in the city?

Very high High Low Very low

16- If you have a week's free time, is there always something new to discover in the city?

Very high High Low Very low

17-To what extent the city is a good place to start a new business?

Very high High Low Very low

18- In your opinion, to what extent can the development of tourism to be useful for the improvement of the city?

• *Statistical population and sample size determination*

Different methods are used to determine the sample size in the research. The most common way to do this is to use Charles Cochran's formula. In the present study, the Cochran formula is used to calculate the sample volume quantitatively, which is explained:

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{z^2 pq}{d^2} - 1 \right)}$$

Formula 4.1: Cochran to calculate the sample size

n = sample size

N = population size (population, city, province, etc.)

t or z = percentage error of the acceptable coefficient of confidence

p = proportion of population without specific attributes (eg male population)

q (1-p) = relative of the population without a certain attribute (eg female population)

d = degree of assurance or optimal probability of accuracy

In this formula, p and q are usually 0.5. The value of z is usually 1.96 and d is 0.1. N or volume of statistical population as previously mentioned, the target groups of this questionnaire are four categories: people of Damavand, tourists, urban activists of Damavand, as well as people of Iran whose mental image of Damavand is very important. Accordingly, the statistical population can be divided into two categories: the city of Damavand, which includes the people of the city and the activists, and the people of the country, which includes tourists and those who know Damavand in other ways (such as media, advertising, etc). The population of the city of Damavand according to the population and housing index of 2010 was 125,480 people, and this number is 79,926,270 people in the country. As a result, according to the above mentioned, the first sample volume, which is Damavand city, after the above amounts in the formula, with a 10% error level, it is equal to 96, and the second sample size with the same level of error is equal to 96. This means that to achieve the goals of the questionnaire mentioned above, at least 96 questionnaires should be completed in Damavand and 96 questionnaires from other people in Iran.

• *Validity and reliability of the questionnaire*

Quality control issues the results of a questionnaire include a wide range of topics. Among these features, validity and reliability are more important. In fact, content validity is a narrative a measurement tool depends on its constituent questions. If the instrument questions represent the special features and skills that the researcher intends to measure, the test has content validity. The reliability or accreditation of the technical features of the instrument is a measure of measurement. The above concept deals with the extent to which the measurement tool under the same conditions gives the same results.

The goal is to ensure that the results are close to each other if we give the measuring instrument

several times to a single group of people. To measure reliability, we use an index called “coefficient of reliability” and its size usually changes from zero to one. There are different methods for determining the reliability of measuring instruments. In this study, the Cronbach’s alpha method, which is more common than other methods, has been used. commonly used to a measurement tool depends on its constituent questions. If the instrument questions represent the special features and skills that the researcher intends to measure, the test has content validity. The reliability or accreditation of the technical features of the instrument is a measure of measurement. The above concept deals with the extent to which the measurement tool under the same conditions gives the same results.

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$$a = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k s_i^2}{s^2} \right)$$

Formula 4.2: Cronbach’s alpha for calculating the validity and reliability of the questionnaire

Where K is the number of questions, Si2 is the variance of each question, and S2 is the variance of all questions. Cronbach Alpha is usually between 0.6 and 0.8, and above 0.8, indicating high reliability. Obviously, the closer this number is to the better, the better. In the present study, this calculation should be done separately for both sample sizes, since the responses of the questioner groups can vary according to their knowledge of the city. After calculating the Cronbach’s alpha based on the above formula, which was done in Excel, its value for Damavand city was 0, 82 for the country and 0.73 for the country, which, as mentioned, indicates that there is a proper validity and reliability in the questionnaire.

4.12 Results of the questionnaire

In this part of the paper, we will try to summarize the results of the completed questionnaire by the various groups so that these results can be used in the next sections of the research. The questionnaire was completed in two forms, online and in social groups as well as in field studies in Damavand. The number of completed questionnaires online is 112 samples and in Damavand is 96 samples.

The results of the questionnaire are divided into 4 sections according to its objectives and how it is designed:

- 1- General questions
- 2- Questions related to the main goals of branding and the need for Damavand city to branding in each of these goals
- 3- Questions related to City brand strength
- 4- Questions about the brand prospect of Damavand city

4.12.1 The results of general questions

First, there was a need for general questions from contributors to determine how they would be familiar with Damavand, as well as some of the features that will help with the analysis.

Age of questioners: As shown in the chart below, most of the respondents are between the ages of 25-35, the reason for this is the questionnaire through social networks.

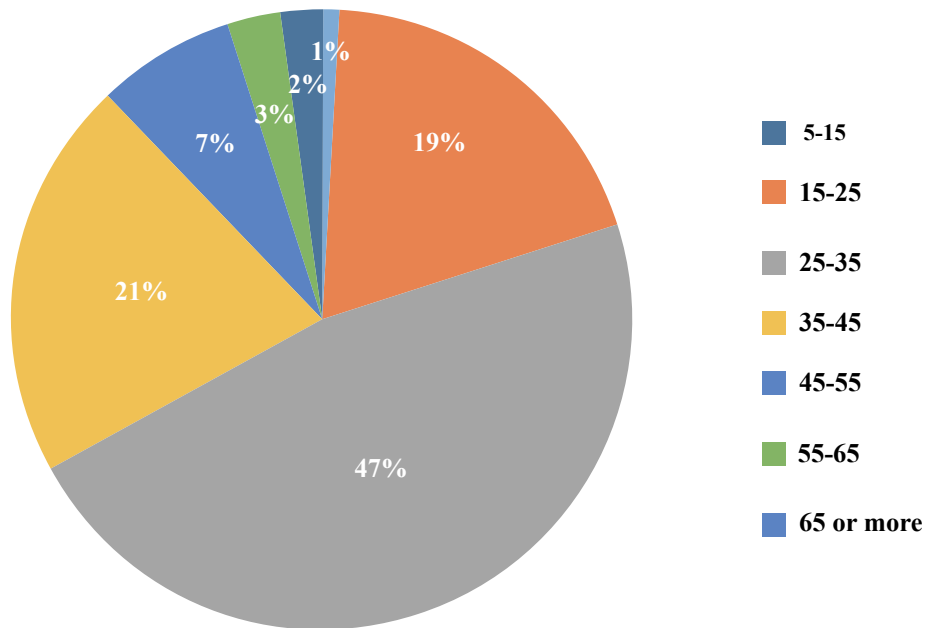


Chart 4.1: The age of the questioner

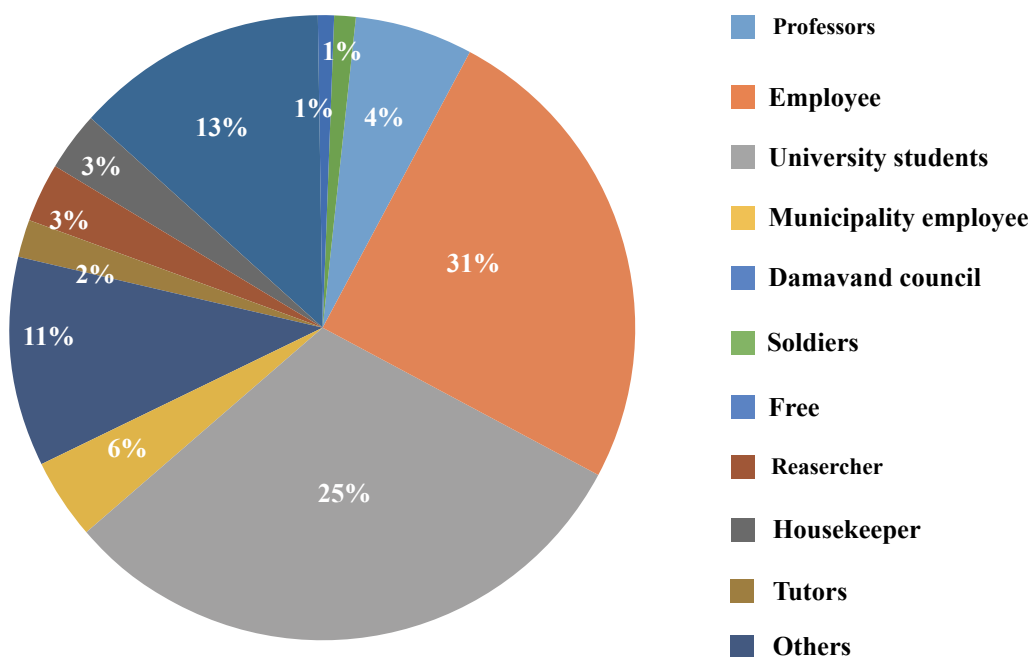


Chart 4.2: The job of the questioner

Questionnaire's job: Chart 4-2 shows the job of the questionnaires, as previously stated, is one of the most in uential groups in the management of urban governance. For this purpose, in this section, there are 12 high-level employees of Damavand Municipality as well as two members of the Damavand's Council were also questioned. Also, as indicated in the graph, 31% are in City of residence: In the case of the city residence, according to the importance of the residents of Damavand, about half of the sample is made by the citizens of Damavand. Tehran is ranked second, which can be attributed to Tehran's activity in social groups that the questionnaire was sent to them. Of course, this can be an advantage because, given the proximity of Tehran to Damavand, the views of its citizens is more important than other cities. employees and 25% are students.

City of residence: In the case of the city residence, according to the importance of the residents of Damavand, about half of the sample is made by the citizens of Damavand. Tehran is ranked second, which can be attributed to Tehran's activity in social groups that the questionnaire was sent to them. Of course, this can be an advantage because, given the proximity of Tehran to Damavand, the views of its citizens is more important than other cities.

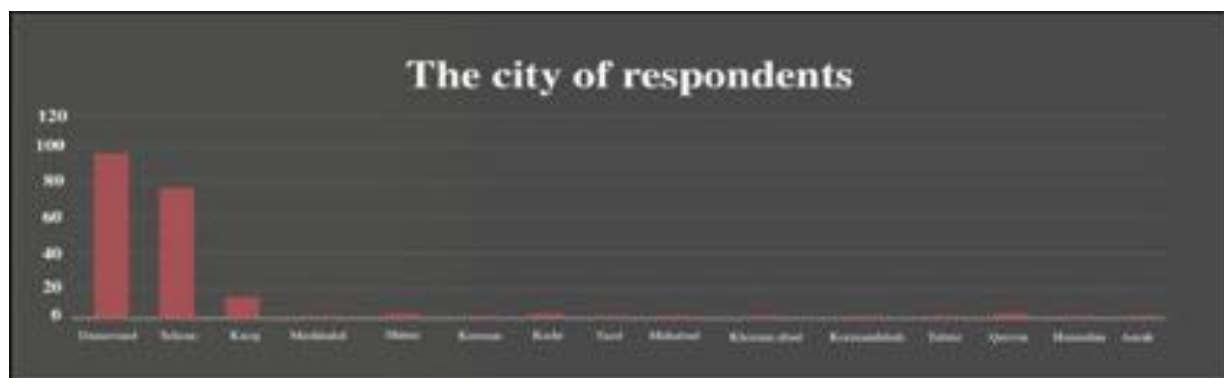


Chart 4.3: The location of the questioner

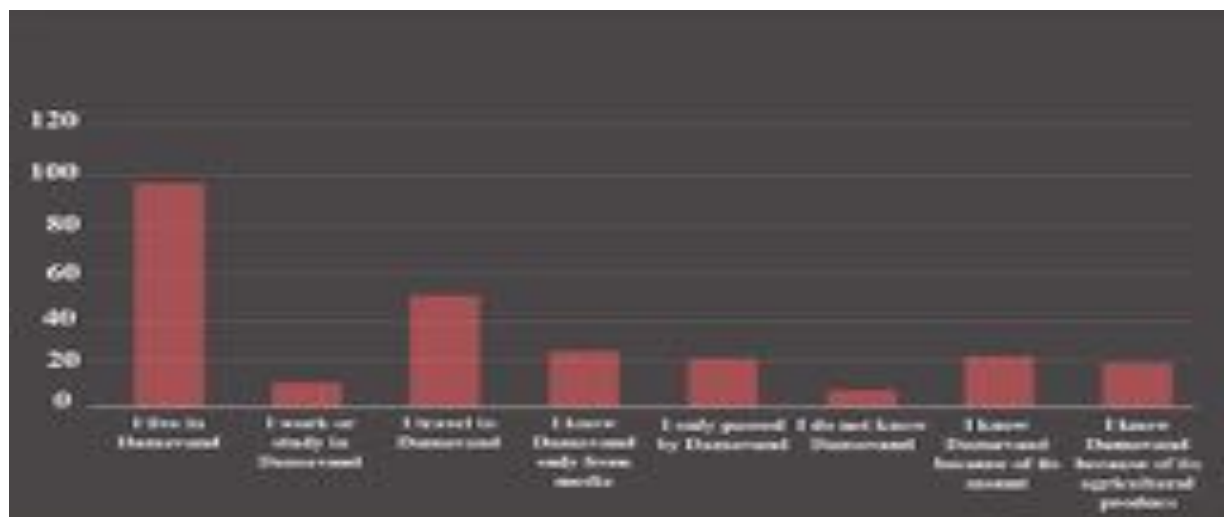


Chart 4.4: How questioners got acquainted with Damavand city

Diagram 5.4 shows how to get acquainted with Damavand city. In this section, respondents could select more than one answer, which is why the number of responses is greater than the total sample size. 98 people have stated that they are residents of Damavand, 48 people have travelled to Damavand, which are in fact tourists. Seven people have said they do not know the city of Damavand at all, the rest know Damavand due to souvenirs and agricultural products,

media, road crossings from Tehran-Firouzkooh or knowing Mount Damavand which have a proximity.

4.12.2 Results of the questions related to city branding objectives in Damavand (tourists, residents)

One of the first goals of this questionnaire was to answer the question of how much tourism and tourist attraction could be effective in developing Damavand. Methods such as calculating the capacity of the tourism board are in the study of environment's ability to attract tourists, but this requires more research with this goal; therefore, the city and tourists who can be one of the best should also be noted that the pattern of occupation in the city of Damavand was more often in the form of second homes (villas), For this reason, the following questions have been asked about this subject: "How to build villas?"

An internet questionnaire has been developed as well. Due to the importance of this section, only residents of Damavand and those who have visited the city (tourists) can answer these questions.

4.12.3 Tourism

The following figures show the importance of tourism in the development of Damavand. As it is known, 97% of tourists have stated that tourism development will have a positive impact on the city of Damavand, but this percentage is lower among the citizens and represents the figure of 74%.

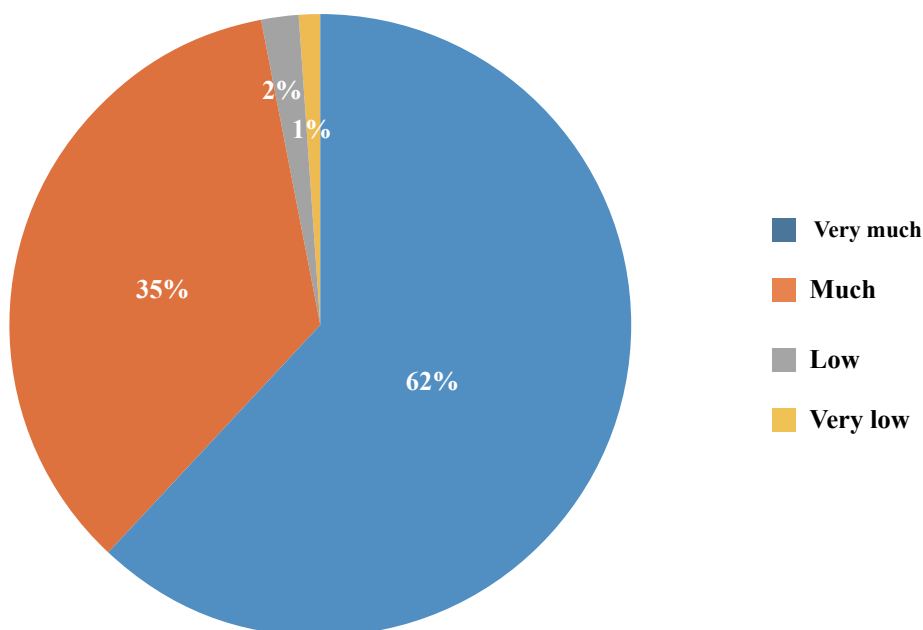


Chart 4.5: The value of tourism in the development of the city (Tourists' opinion)

But when it was asked about the extent to which citizens responded to the development of tourism, the percentage was even lower and represented a 69 percent. This suggests that most people agree with the arrival of the tourist to the city and in different terms is a phenomenon that will benefit the city and citizens, but some people may be concerned by the city interviews, the traffic in the city, especially in Weekends as well as environmental degradation, which is why about 31% oppose tourism development in Damavand city.

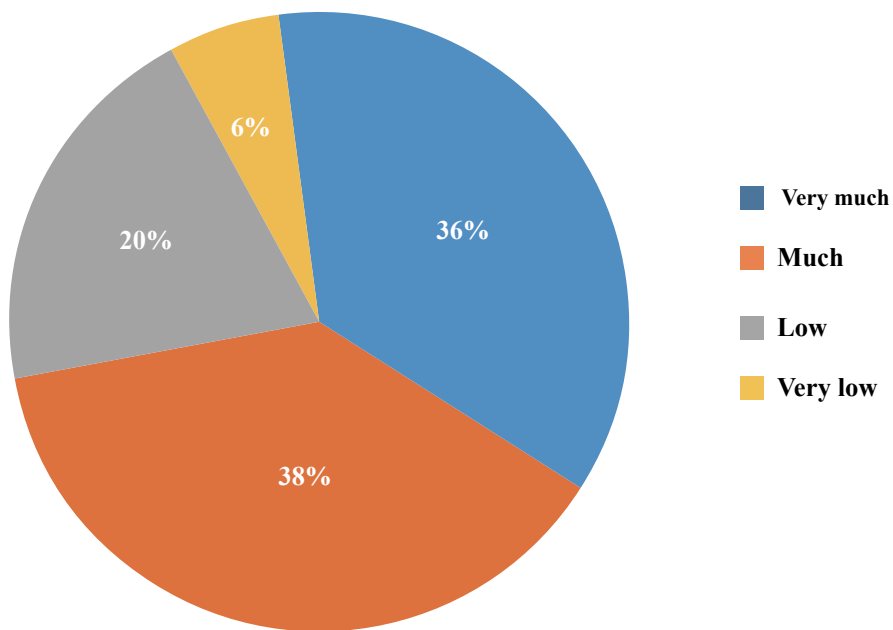


Chart 4.6: The value of tourism in the development of the city (Citizens' View)

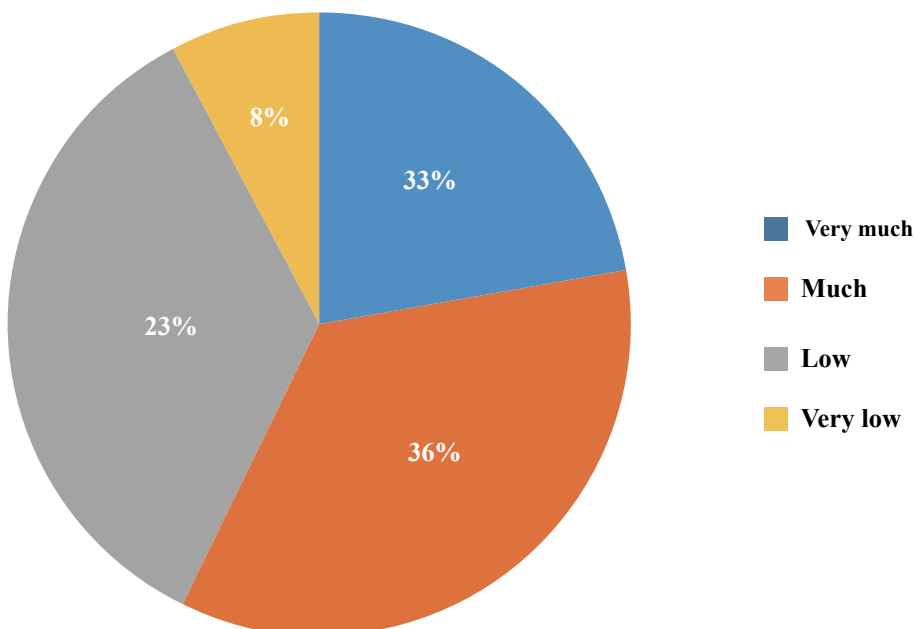


Chart 4.7: The amount of support for tourism development (tourists' opinion)

4.12.4 New Homes (Second Homes):

After tourism, the opinion of individuals about the construction of second homes (villas) was questioned in the city of Damavand, as it is clear in the following pages, 71% of tourists and 84% of citizens did not consider the villa construction as a way of development for the city. The interesting point is that when citizens were questioned about their compliance with the increasing number of villas in the city of Damavand, their opposition increased, so that 91 percent of the citizens of Damavand opposed the increase in Villas in their city : The amount of agreement with villa construction (Citizens' View). In the interviews, these people saw the reason for this in the destruction of gardens and the environment, crowding the city and entering people with different culture and identities, as well as selling gardens at tiny prices. Of course, there were people who claimed to build villas only the building sections in the gardens which will not destroy the greenery, and they acknowledged that villa construction has promoted the income of some families and provide them with services.

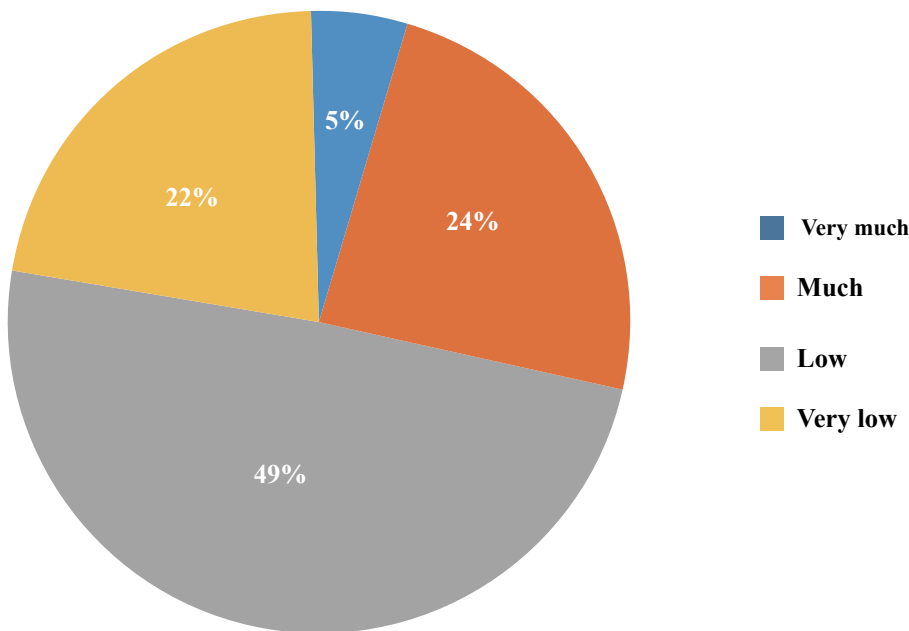


Chart 4.8: The usefulness of villa constructions in urban development (tourists' opinion)

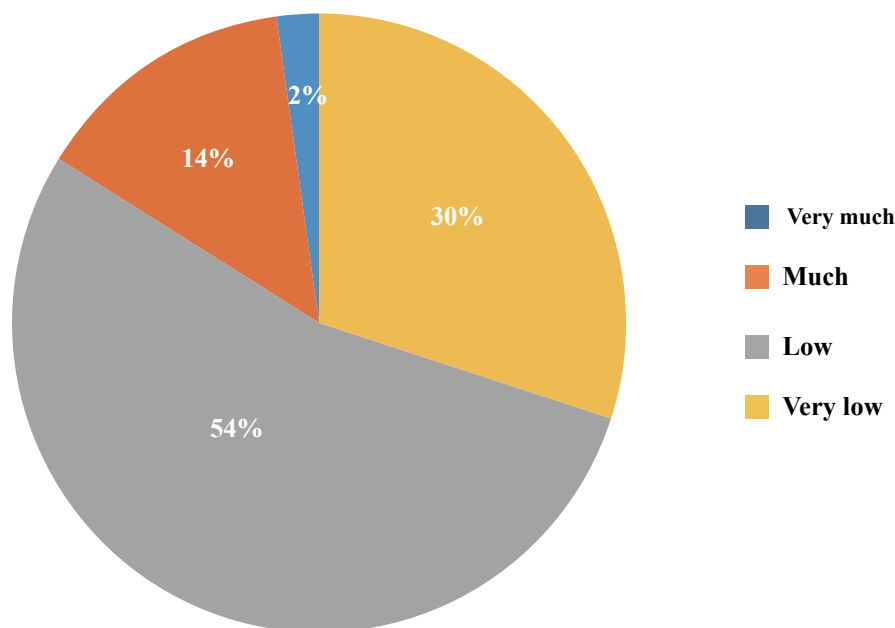


Chart 4.9: The usefulness of villa constructions in urban development (citizen's opinion)

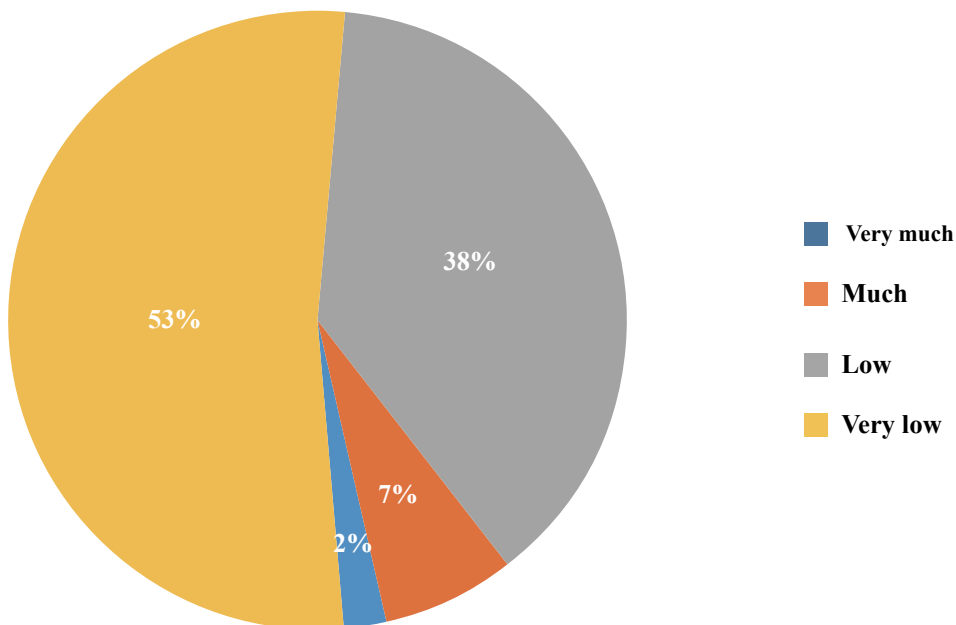


Chart 4.10: The agreement of villa constructions (citizen's opinion)

4.12.5 The results of questions about brand perspective in Damavand city

This part of the questionnaire has a great importance and will be used in the following sections. In fact, the basis of the brand of Damavand is based on the perspective that will be specified in this section; therefore, it was necessary to elaborate the questions more precisely and even with the psychology of the questioners, it would be possible to get closer results to reality. For this purpose, four questions were asked. First, each person was asked to write the first image from Damavand in mind, then express the unique features of the city, after which images of the unique features of Damavand, which were identified in the city, were presented to the participants in order to choose among them the ones that would remind them more of the city and ultimately the terms that can describe the city of Damavand in the questionnaire, individuals were selected among them to select terms that are more representative of the city.

- The first image that comes in the mind

The answers to this question show that 58% of people in the first instance know Damavand mount as the city of Damavand, which is very interesting. After, the Damavand's climate is second with 14% and the Damavand apple is the third with 8%. The percentage of Damavand villas and 8% have selected Arash Kamangir and Zahak's mythological stories as features that remind them of Damavand. This indicates that another case can be found along the Mount Damavand in the city's landscape.

- Things that remind people of Damavand

The items that remind people of Damavand indicate that 23% of the people have chosen Mount Damavand, this percentage has decreased compared to the first one, while 23% have natural features such as climate and rivers, 19% of Damavand apples, 10 The percentage of Damavand villas and 8% have selected Arash Kamangir and Zahak's mythological stories as features that

remind them of Damavand. This indicates that other things along the Mount Damavand can be placed in the city's perspective.

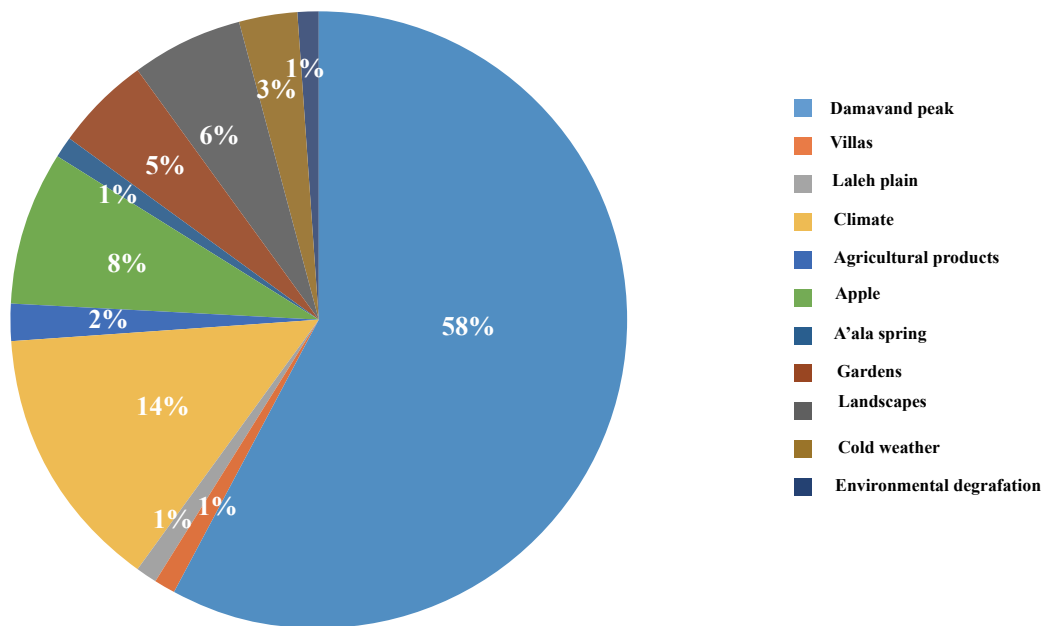


Chart 4.11: The first image that comes from Damavand city is in mind

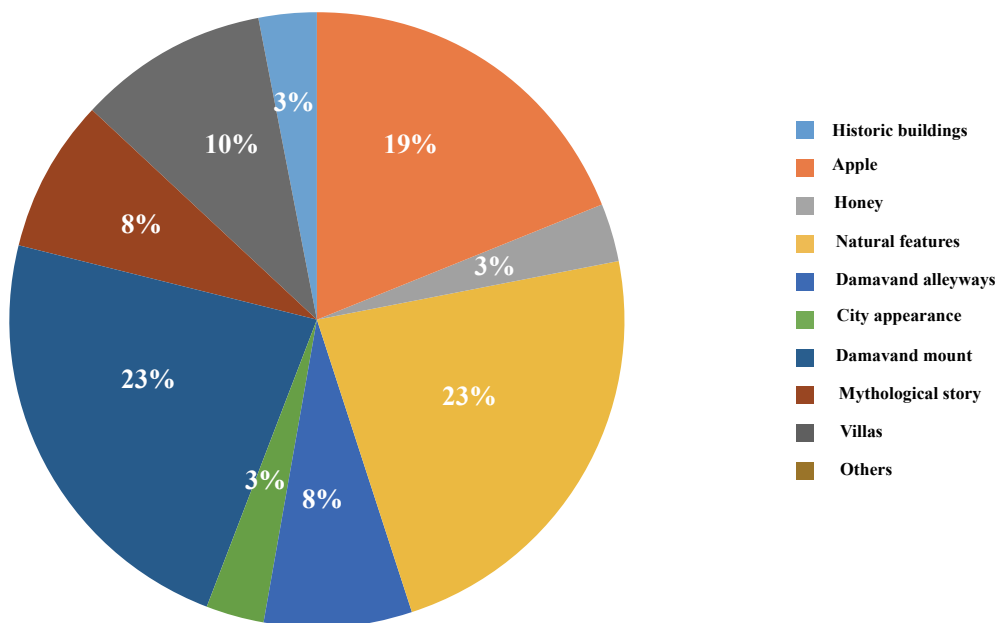


Chart 4.12: Things that remind people of Damavand

4.12.6 Titles that can be attributed to Damavand city

The last question in this section relates to the titles that can be attributed to Damavand city, this part can be used in branding slogans. Interestingly, the most responses in this area, with 20 percent, belong to the phrase “Damavand, city with wonderful weather”. Then “Damavand Nature City” was ranked second with 17% and Damavand the green city has a third place with 14%. All three terms are somehow indicative of the natural characteristics of the city of Damavand. After them, Damavand, the mythical city and Damavand the white monster are in the next ranks, both of which are in fact considered to be mythical in the city of Damavand.

The interesting point is that among the various groups of people who were familiar with the city of Damavand with regard to books as well as advertisements, they emphasized on the mythicity of the city more than its own citizens.

Another point is that in these questions, a low percentage of people considered the historicity of the city of Damavand as a significant point (most of them were questioners who reside in the city of Damavand) while in recognizing the situation it turned out that the city has the potential of being historical. But this research shows that the historicity of the city of Damavand is not so much in the minds of the people, and other features are more obvious to them.

4.12.7 The results of the questions related to brand strength of the city

In the theoretical foundations of this research, the ways in which the brand strength of cities can be measured is expressed. In this section, by adopting one of these methods, the Simon Anholt urban brand index, attempts were made to calculate the brand strength of Damavand city. It is worth noting, however, that some questions were added to the Brand Index questions, and some also changed so that they can be more effective. The brand strength of the city is measured in the six general criteria previously expressed: active presence (questions 6 and 7), place (questions 8, 9 and 10), prerequisites (questions 11, 12 and 13), people (question 14) pulse and stream of Life (Question 15 and 16) and capacity (question 17).



Figure 4.47: Hexagonal Simon Anholt city brand index

Each of the questions from 6 to 17 of the questionnaire is specific to one of these indices. In order to extract the brand strength of the city, the Likert spectrum was considered as a score of 1 to 5 for responses. Very low (1), low (2), medium (3), high (4) and very high (5). Of course, Of course, given that the experience has shown that if there is an average option among responses, those who respond irresponsibly choose this option, as a result of which the average option is removed from the responses in the original design. Then, the average scores were calculated according to the number of questions for each index, and finally the average score was from 100, in order to finally determine the brand strength of the Damavand city in each of the indices separately. In order to summarize the content, the final points are shown in the table below.

Score out of 100	Score out of 5	Indicator
50	2.5	Active presence
76	3.8	Places
56	2.8	Prerequisites
74	3.7	People
68	3.4	The pulse and the flow of life
58	2.9	Capecity

Table 4.8: Final score of the brand index of Damavand city



Figure 4.48: Hexagonal brand index of Damavand city

The final score of Damavand's strength is 68, with an average of 6 points. In the analysis of the result of this score, if similar studies were carried out in other cities of Iran, the comparison and ranking of Iranian cities in this area could be very useful. But in general, as shown in the table below, as well as the following figure, Damavand brand is inadequate in terms of capacity, prerequisites and active presence. This means that the general understanding of the economic and educational opportunities in Damavand is low, or it may be better to say that the economic

and educational opportunities are low in Damavand, facilities and public services such as hotels, restaurants, hospitals, etc. are not well-suited. Damavand also has no place in the national and international arena. But Damavand points in places of measure, people and pulse and life expectancy is a relatively acceptable situation, which should be able to benefit from these advantages and use them better.

CHAPTER FIVE

STRATEGIC BRANDING PROGRAM FOR DAMAVAND

5.1 The brand prospects of Damavand city

The first step in developing a branding strategy for the city of Damavand is to outline the statement of the main perspective of the city of Damavand. As previously stated, this perspective should be based on information and analysis carried out on the status quo, especially the final Swat table, as well as Damavand brand questionnaire, where there were questions about the unique features of Damavand city. An important point in the brand's vision that has made it different from other scenarios, such as the City's Strategic Plan (CDS), is to pay particular attention to the city's potentials because they are unique potentials that will make the city competitive but in other perspective, it only focuses on the ideals with respect to the field. Another point to be made in the brand perspective is not to create turmoil in the keywords, this means that the city may have many different qualities, each of which has the potential to take into account in the vision, But it should be possible to choose between them one or two items that do not make people confused when creating a brand. Of course, as stated in theoretical foundations, brand advertising can be different for citizens of the city and for citizens from other cities, because each of them will have a different image of the city. Also, with the goals that are available for branding, you can create more specific brands in the minds of these groups. But in the case of Damavand, at first and after the initial knowledge, certain qualities such as the historical city, the natural city and the good weather, the mythical city, and ... were considered. These characteristics were questioned in the questionnaire and it was revealed that the most prominent of these in the minds of the people of the city and other cities of the country, Mount Damavand, the climate of the soul and the unique nature of Damavand, apple Damavand, as well as mythological properties of the city. Although the city's historicity has been proven in the field of knowledge but this historicity for the people is only meaningful in terms of myths, and the historic places of the city are not much in their minds. Therefore, the brand prospect of Damavand city should be able to consider the above unique features as much as ptourist attraction for the development of the city of Damavand in case of preventing the destruction of gardens and also, strategies for decreasing traffic and congestion in the city will be positive but the attraction of the new inhabitants, especially in the form of villa inhabitants, will be more harmful than it would be useful for the development of the city, especially given that the city's natural and climatic characteristics are one of the city's most unique qualities, and the construction of villas leads to the destruction of gardens and, consequently, change in the beauties and natural scenery of the city and the climate. As a result, the city's brand must, in addition to taking into account the unique features of the city, encourage persuasion of the tourist and prevent the attraction of new inhabitants, especially villas. According to the mentioned issues, the vision of brand of Damavand is as follows:

"Damavand will be a city in the twenty years with a lush climate with gardens of abundant paradise trees in which streams and rivers flow in their hearts and inhabitants of the environment that has been able to create a balance between habitation and nature. The economy of the city of the city is also in a good condition due to the arrival of both Iranian and foreign tourists to the city, The economy of the city of the city is also in a good condition due to the arrival of both Iranian and foreign tourists to the city, as well as investors who purchase agricultural products

and handicrafts at an affordable price. In the other hand the inhabitants of the old and worn-out texture of the city can also renovate their homes; Damavand is now known for its Damavand mountains, paradise fruits, as well as its mythological history among the people of the country and even the world, and tourists are willing to travel to Damavand for their time in this mythical paradise. The people of the city are also welcoming these tourists because they do not increase the traffic flow of the city with the specific urban management policies and do not harm the natural environment with cultural events."

As stated in the Brand View Statement, the horizons of the branding program should be long-term, in this example, this 20-year horizon has been selected. Now, after the initial compilation of the outlook, this statement should be explored using participatory workshops with city residents and urban actors, but given that the purpose of this study is to develop the branding process and the fact that all these steps will take a lot of time and money. The perspective is chosen as the final vision. Also, as previously stated, the image advertised using this brand should be very relevant to the city's perspective and a single image. For this purpose, the slogan "Damavand mythical paradise" in this research is selected as the best phrase for brand of Damavand city. For in that word the paradise refers to the pure nature of the city with its current rivers, paradise fruits like apples and products such as honey, and also referred to as the mythical nature of the city. This will be further explained in a separate section titled Branding Promotional Programs, after identifying the brand-making programs.

5.2 Objectives and Brandism Strategies in Damavand

After determining the brand perspective of Damavand city, in order to follow the next steps of the research and to reach the branding program, it is necessary to first divide the vision of the developed goals into macro goals. A major goal that can capture all the items included in the vision. To this end, the following goals were extracted from the city brand perspective. The goals, which strengthen the brand of the city, also guide the strategies for the recreation of urban texture:

- Conservation and restoration of natural heritage and city gardens
- Development of tourism and empowerment of residents
- Conservation and revival of the mythical history of the city

After identifying the goals of branding the city of Damavand, each of them has to be developed separately for the SWAT Table, in which strengths, weaknesses, opportunities, opportunities (and threats) of each the goal is to be identified. As a result, they can be used to identify the basic strategies of branding of Damavand city, strategies are divided into four categories of aggressive strategies (adaptive), opportunity and threat (development), weakness and threat (defensive).

Weakness (w)	Strengths (S)		
-The growing trend of degradation of gardens and their transformation into habitat Especially in the form of villas - The lack of attention of urban management to the protection of gardens - Do not cross the hiking trails of the city - Lack of warehouses and cold stores for keeping agricultural products - The lack of mechanisms for packing agricultural products in the city - There is a dealer in the purchase of agricultural products - The weakness in the implementation of special rules for land use change and build density	- Mount Damavand near the town - High number of gardens and farms - There is a green and eye-catching landscape - There are waterfalls, rivers, caves and other natural places around the city - Competitive agricultural products such as apples, walnuts, honey, potatoes and ... - A great weather - The presence of skilled agricultural force in the city - High tendency of residents to protect the environment - The existence of educational colleges and universities in the city	Internal factors External factors	
- Promoting agricultural profitability	- Development of agricultural tourism (agrotur-	- Possibility to use the potential of large plain plains - The high potential of production of agricultural products such as apples, walnuts and ... - Economic growth due to the sale of agricultural products - Investment attraction for agricultural expansion	O p p o r t u n i t y
- Culture and the application of special rules for the protection of gardens	- Capacity building and empowerment of farmers	- Threats to the gardens due to the playground - The migration of the city to the good weather and good nature - The risk of the destruction of agricultural products due to the lack of purchase of these products by investors - Danger of beekeeping due to the lack of attention of officials - The risk of the disappearance of agriculture due to its lack of profit	T h r e a t

Table 5.1: Swat matrix and existing strategies for the major objective of conservation and restoration of natural heritage and city gardens

Weakness (w)	Strengths (S)		
- The suitability of citizens' behavior with tourists - The growing trend of gardens destruction - Severe shortage of support facilities for tourism such as hotel and ... - Poverty of urban services like hospitals and ... - Lack of public spaces and parks	- The weather is very good for most of the year - Rivers, landscapes and pristine nature of the city - Proximity to Mount Damavand - The presence of a large number of historic sites in the city and original historical texture - High number of gardens in the city - The unique handicraft and unique souvenirs of the city	Internal factors External factors	
- Promotion of tourism infrastructure	- Tourism Development - Development of natural tourism (ecotourism)	- Possibility to use the distance to Tehran to attract tourists - Possibility of using the current flow from the Tehran-Firoozkooh road - Opportunity to attract domestic and foreign capital for	O p p o r t u n i t y
- Strengthening the basis of decision making and monitoring in the field of the environment - Developing the culture of tourism	- Restoration and conservation of texture and historical sites - Maintaining ecological balance of the city	- The danger of severe destruction of historical sites during the earthquake due to their lack of restoration - Risk of rivers flood - The risk of severe traffic, especially at the entrance to the city, in case of attracting tourists and not improving the network of passages - The risk of turning more gardens into villas	T h r e a t

Table 5.2: Swat matrix and existing strategies for the great objective of tourism development and empowerment of residents

Weakness (w)	Strengths (S)		
- Failure to introduce and identify the city's history and myth - Lack of planning for strengthening the history and myths of the city by the directors	- Historical rich city identity - Loyalty of the residents of the past - The existence of historical and mythological feast - The existence of a genuine and valuable social fabric	Internal factors External factors	
- Promoting agricultural profitability	- Development of agricultural tourism (agritourism)	- Opportunity to use Damavand's mythological stories for Damavand city brand development - The opportunity to use the sense of high ownership of the inhabitants to protect the history and myth of the city - Ability to strengthen communication and social spirit by holding historical-mythological celebrations	O p p o r t u n i t y
- To promote the history of myths	- Strengthening mythical historical symbols in the city	- The danger of forgetting the city's myth and history if it is not kept alive - The danger of destruction of historical building and historical symbols of the city in the case of the lack of attentions of city managers	T h r e a t

Table 5.3: Swat matrix and strategic strategies for the great objective of preserving and reviving mythical history of the city

Now, after identifying the appropriate strategies for each of the major goals, these strategies must become branding policies and programs. In this part of the article it becomes clear that the brand is not just a name, but all urban policies and programs must be strengthened and supported by it. In the future, branding policies and programs are identified. An important point in formulating these policies and programs is to focus on the context and in fact the same facilities and constraints on the target.

Programs	Politics	Strategies
- Establishment of a special agricultural institute in Damavand Azad University and presenting experiences to farmers by holding workshops - Creating special financial facilities for farmers - Placing a weekly market for selling agricultural products in the city	Supporting farmers	Development of agricultural tourism (agroturism)
- Establishment of food packing industries in the city and use of the city as an active force in it - Construction of silos and cold stores for the preservation of agricultural products	Development of Agricultural Support Industries	
- Special attention to improving the quality of the unique agricultural products of Damavand city such as apples and honey. - Creating a logo, a slogan for the extensive promotion of Apple brandy and honey Damavand - Conducting the Damavand Apple Festival in one week when collecting products	Promotion and promotion of the unique features of Damavand agricultural products	
- Providing special mechanization facilities for farmers	Mechanization of agricultural tools	Promote profitability Agriculture
- Creation of agricultural cooperatives for consultation with buyers - Concluding bilateral agreements with foreign countries, especially neighboring countries - Creating a website for specific agricultural products such as apples and honey Damavand for global advertising	Export of agricultural products	
- Organizing training courses for farmers in the field of modern agriculture	Promote the knowledge and skills of farmers	Capacity building and empowerment of farmers
- Conducting special conferences in the city, in which the importance of protecting the natural heritage of the city is addressed	Citizenship Education	Development of culture and the promotion of law and order in the protection of gardens
- Establishing criteria to prevent the use of gardens and agriculture - Concentration criteria for construction of a building in a maximum of 10% of the arena - More monitoring of building police on violations	Provide special protection rules for gardens	

Table 5.4: Major policies and plans for the conservation and revitalization of natural heritage and city gardens

Table 5.4: Large-scale policies and programs represent the conservation and restoration of natural heritage and city gardens, as it is known that one of the most important strategies in this area is the development of agricultural tourism. In the case of developing tourism in this field, with the saving of agricultural activity, the residents' desire to sell gardens or cut down trees will help reduce the ecological characteristics of the city. In developing the policies and plans of this strategy, efforts have been made to empower the inhabitants of the city, and especially the farmers, so that the city's people can then take steps towards urban regeneration. Further, Table 5.6 outlines the major objectives and policies of tourism development and empowerment of residents. For this purpose, strategies for the development of health tourism as well as the development of natural tourism are aggressive strategies that are tailored to the natural potential of the city of Damavand. In the case of programs, they will have a high economic profit. In particular, the construction of Ferdows Damavand Health Complex, which is close to the city of Tehran and the bad weather of this city, can accommodate patients who are particularly exposed to the problems of the past and the vascular; the establishment of a specialty sanatorium for heart patients, a nursing home, a spa, an ocohotel Recreational complexes like the pool and ... can make the complex very successful and become one of the first options of the citizens of Tehran.

Different branches of health tourism include: medical tourism (tourism), health tourism (Wellness Tourism), which, according to the specific characteristics of the city of Damavand, the development of nature tourism will be the most justifiable. Of course, the location of such a complex will also be of great importance as it should also be built locally in terms of facilities and climate, it is well-placed, and the pollution and sewage of this complex does not pollute the groundwater. It should be pointed out that among the various tourism spheres, health tourism has received a great deal of attention because of its ability and competitive advantages. In addition to these strategies, strategies for improving the tourism infrastructure and maintaining ecological balance of the city are also high priority due to the lack of tourism support services as well as the importance of environmental protection in the city of Damavand.

Programs	Politics	Strategies
- Construction of Health Complex "Ferdows Damavand" with therapeutic, sanitary, residential, recreational, spa and ... - Citizens' use of buildings as well as labor	- Promoting infrastructure to attract health tourists	Development of health tourism
- Conducting medical conferences at Damavand University - Consider medical courses for Damavand universities	- Providing wide-ranging health promotion campaigns at the regional level	
- Consider planning and landscape planning for the city's rivers - Improve access to natural tourism sites such as pavement access to waterfalls and springs - Making an Eco Hotel in the City - Creating natural vision corridors in the city	- Improve ecotourism facilities	Development of natural tourism (ecotourism)
- At least 4 star hotel in the city - Construction of at least two quality restaurants in the city - Improve urban transport system - Better information on tourist sites	Improving the quality of existing infrastructure or building new premises	Promotion of tourism infrastructure
- Establishing the connection between historic sites and the city's main roads	- Improve the coherence of historic sites with the city	Restoration and conservation of texture and historical sites
- Injecting new activities to enhance the performance and dynamism of historic sites - Restoration of historical works requiring restoration	- Improve the performance of historic sites	
- Increasing the cost of building a garden villa and houses over 150 meters on the outskirts of the city - Granting privileges to individuals to protect gardens	- Restrictions on green change	Maintaining ecological balance of the city
- Incentive deductions for construction costs in urban recreation areas - The construction of new projects in the burned firefield of the city	- Encourage intermediate expansion	
- Establishing familiarization sessions and enhancing managerial supervisory skills - The recruitment of specialized human resources to regularly monitor and prevent the destruction of natural resources	- Adopt environmental regulatory policies	Strengthen the basis for decision-making and monitoring in the environment of the environment
- Conducting educational classes in accordance with new management methods for urban managers	- Improve the quality of decision making	
- Organizing workshops to teach how to deal with tourists - Distribution of brochures and tracks between people with educational content to promote the culture of tourism	- Promoting citizens' knowledge of the benefits of attracting tourists	Developing the culture of tourism

Table 5.5: Major targeted policies and programs for tourism development and empowerment of residents

At the end of Table 5.6: Major targeted policies and programs show protection and revival of the mythical history of the city. Considering the research done on the historical and mythological properties of Damavand, this city has the potential of developing literary tourism, literary tourism is a form of tourism and is based on the attractions of the field of literature. In this branch of tourism, attention is drawn to literature, especially classical literature, which can provoke the nostalgia of many enthusiasts in this field. In this form of tourism, tourists choose their travel destinations by studying literary works in both poetry and story areas. The benefits of literary tourism in Damavand include:

- The creation of leisure and enjoyment of expensive teachings that are about leisure time in the near future
- Familiarize domestic and foreign visitors with literary dancers, their achievements and mythological features of Damavand city
- Strengthening and accelerating the flow of cohesiveness by stimulating the curiosity of visitors through interpretations provided in specific places in the city
- Enhance and enrich the sense of place by defining and organizing educational tours
- Introducing a powerful and attractive image that reflects Damavand's rich culture, civilization and literature.
- Strengthening solidarity and local solidarity, especially in a city of ethnic diversity
- Maintaining collective nostalgia
- Protecting artistic and aesthetic values
- Social empowerment of local communities
- Economic empowerment of local communities by creating jobs and creating wealth, which is the way to eradicate ignorance and eradicate poverty.
- Income for the tourism industry, which requires expanding its field of activity to maintain and strengthen competitiveness at the national and regional levels.

Programs	Politics	Strategies
- Conducting Festivals of Poetry Reading and Shahnameh Reading - Designing public spaces with the aim of creating a mythical mental image through particular urban elements and public arts	- Introduction of Damavand as one of the oldest cities in Persian literature	Development of Literary Tourism
- The construction of Arash Kamangir statue at the entrance of the city - Including a symbol of the city's myth in Damavand Brand Logo	- Utilizing urban elements and public art	Strengthening the historical symbols Myth in the city
- Establishment of NGOs and local institutions with the goal of increasing the participation of the people in an organized way to protect and spread the myth of Damavand	- Establishing an appropriate relationship between people and authorities	Promote the partnership between people and authorities in introducing the city's myth
- Compilation of books related to myths of Damavand due to severe weaknesses in this field - Conducting festivals on the theme of Damavand paradise mythical	- Improvement of the level of general knowledge relative to the mythology of Damavand	- Promotion of Damavand History and Myths

Table 5.6: Major objectives and policies of conservation and revival of the mythical history of the city

5.3 Advertising programs of Damavand city

So far this season, all efforts have been focused on extracting branding programs with respect to the brand's prospects, but another important part that should be considered in branding is the advertising program, advertising that has to be done with respect to brand prospects, and there are various approaches that are somewhat mentioned in theoretical foundations, such as the use of logos, slogans, brochures and tracks, the distribution of advertising teasers in media networks, the use of specific architectural elements (Of course, there were some suggestions on strategies) and etc. The important thing in developing these promotional programs is that they all have a clear goal and there is no multidimensional presentation.

5.3.1 Create a special logo

As previously stated in theoretical foundations, the creation of the logo and its use in special promotions for the familiarization of people with a brand-name city is very important, for this purpose, in Figure 4-4, which illustrates concepts such as the special nature of the city, the mythological mountain of Damavand, and the story of Arash The archer is designed as an example.



Figure 5.2: Logo Designed for Damavand City (Source: Author's design)

As it is known, Mount Damavand is the main component of these logos because according to questionnaire, mount Damavand is the main factor in identifying the city and it has the greatest impact on the mental image of the city of Damavand.

But rather than the Damavand logo, you can also use other special logos to introduce the city's agricultural products such as apple and honey. For example, Figure 5-4 shows a sample loaf designed for Apple products in the city of Altstadt, Germany, in which it attempted to sell the city's apple products by designing a logo, slogan (village of apple trees). What can happen to the Damavand apples and not only to compete with Damavand's apple but also can help provide the city's mental image.



Figure 5.3: Logo designed for Apple products in the city of Altstadt in Germany (Source:<https://www.herzapfelhof.de>)



Figure 5.4: Logo designed for Apple products in the city of Altstadt in Germany (Source:<https://www.herzapfelhof.de>)



Figure 5.5: Logo designed for Apple products in the city of Altstadt in Germany (Source:<https://www.herzapfelhof.de>)



Figure 5.6: Logo designed for Apple products in the city of Altstadt in Germany (Source:<https://www.herzapfelhof.de>)

5.3.2 Provide brand-specific slogans

Selection of an attractive slogan will play an important role in introducing the brand name of Damavand. For this reason, the following slogans are the series of different slogans have been selected to represent the specific characteristics of the city and most importantly, they are also in line with the city's specific features, and most importantly, they are short-lived and are suggested by infographic design. Of course, considering the brand perspective of Damavand city, the slogan of Damavand, mythical paradise, seems to be the best slogan because it induces almost the most unique features of the city to the individual.



Figure 5.7: The slogan is intended along with the infographic design

5.3.3 City-wide publicity advertisements

Advertising in the city can be done by building banners, especially for attracting tourists and installing them in crowded and crowded places. But advertising at the national and even international level, which is more important, is of great significance because its target population is out of town and its attraction to the city attracts foreign investment into it, which can be advertising in the public media, social media, etc., in an animation, film, and so forth, in which it is necessary to promote and extend the attractiveness of the city's specific features and functions.

5.3.4 Identification by specific elements

The use of natural elements or artifacts, which represent the historical and mythical features of the city, or the design of the particular elements, statues or specialties of the city of Damavand and their proper placement in the urban areas and demographic nodes, and the activity in marking the brand of Damavand, is very effective and necessary.



Figure 5.8: The archer Arash statue (One of the most known Persian heroes in literature)

5.3.5 Considering special urban planning rules

Coordination and solidarity of the city and the overall view of it have a great influence on the better understanding the situation in it, the beauty and readability of the city, and this factor is one of the importance in becoming a place, and the positive experience of people from the city and the creation of a positive mental picture in the minds of tourists and citizens are important. Therefore, it is suggested that there are special rules, in particular regarding the display, materials and number of construction classes in the city, in order to provide a seamless, integrated image of the city.

5.3.6 Citizen education

Citizens are an integral and inseparable part of the city and the effect of their behavior and actions on the perception of tourists is undeniable. For this reason, it is suggested that proper education be provided to the citizens by holding classes and training workshops or distributing leaflets and books in this field, to enable citizens to behave more appropriately with tourists and to be able to use the created capacities.

5.4 Strategic map of Damavand city

One of the other important parts to be considered at the end is analysing the local projects relating to the field, namely, the specific features of Damavand. For this purpose, strategic roles will be developed in which local plans will be limited to certain areas of the city of Damavand. The first step in this way is to identify thematic and topical plans.

Row	Program	Positional	Thematic
1	- Establishment of a special agricultural institute in Damavand Azad University and presenting experiences to farmers with holding workshops		●
2	- Creating special financial facilities for farmers	●	
3	- Weekly market placement for selling agricultural products in the city		●
4	- Establishment of food packaging industries in the city and the collaboration of the citizens as an active force in it	●	
5	- The construction of silos and refrigerators for the maintenance of agricultural products		●
6	- Special attention to the improvement of the quality of the unique agricultural products of Damavand city such as apples and honey.	●	
7	- Creating a logo, a slogan for the extensive promotion of Apple and honey	●	
8	- Hold the apple Festival in the week of collecting products		●
9	- Providing special mechanization facilities for farmers	●	
10	- Creation of agricultural cooperatives for consultation with buyers	●	
11	- Concluding bilateral agreements with foreign countries, especially neighboring countries	●	
12	- Creating a website for specific agricultural products such as apples and honey Damavand for global advertising	●	
13	- Organizing training courses for farmers in the field of modern agriculture		●
14	- Conducting special conferences in the city where the importance of protecting the natural heritage of the city is addressed		●
15	- Establishing criteria to prevent the use of gardens and agriculture	●	
16	- Concentration criteria for construction of a building in a maximum of 10 % of the arena	●	
17	- More monitoring of building police on violations	●	
18	- Construction of Health Complex "Ferdows Damavand" with therapeutic, sanitary, residential, recreation, spa and .		●
19	- The use of citizens for the construction of Ferdos Damavand buildings as well as the workforce	●	
20	- Conducting medical conferences at Damavand University		●
21	- Consider medical courses for Damavand universities	●	
22	- Consider planning and landscape planning for the city's rivers		●
23	- Improved access to natural tourism sites, such as asphaltting access to the cascade and springs		●
24	- Making an Eco Hotel in the City		●
25	- Creating natural vision corridors in the city	●	

Table 5.7: Brandonding programs of Damavand city in terms of positional or thematic matter

Row	Program	Positional	Thematic
26	- At least 4 star hotel in the city		●
27	- Construction of at least two quality restaurants in the city		●
28	- Improve urban transport system	●	
29	- Better information on tourist sites	●	
30	- Establishing the connection between historic sites and the city's main roads		●
31	- Injecting new activities to enhance the performance and dynamism of historic sites	●	
32	- Restoration of historical works requiring restoration	●	
33	- Increasing the cost of building a garden villa and houses over 150 meters on the outskirts of the city	●	
34	- Granting privileges to protect gardens	●	
35	- Incentive deductions for construction costs in urban recreation areas	●	
36	- Construction of new projects in the field of burnt and burned out of the city	●	
37	- Establishing familiarization sessions and enhancing managerial supervisory skills	●	
38	- The recruitment of specialized human resources to regularly monitor and prevent the destruction of natural resources	●	
39	- Conducting educational classes in accordance with new management methods for urban managers	●	
40	- Organizing workshops to teach how to deal with tourists	●	
41	- Distribution of brochures and tracks between people with educational content to promote the culture of tourism	●	
42	- Conducting Festivals of Poetry Reading and Shahnameh Reading		●
43	- Designing public spaces with the aim of creating a mythical mental image through particular urban elements and public arts	●	
44	- The construction of Arash Kamangir statue at the entrance of the city		●
45	- Including a symbol of the city's myth in Damavand brand logo	●	
46	- Establishment of NGOs and local institutions with the aim of increasing the participation of the people in an organized way to protect and spread the myth of Damavand		●
47	- Compilation of books related to Damavand myths due to severe weaknesses in this field	●	
48	- Conducting festivals on the theme of Damavand, mythical paradise		●

Table 5.7: Brandonding programs of Damavand city in terms of positional or thematic matter

After categorizing the programs into thematic and topical plans, the specific spatial features of the different parts of the city of Damavand should be specified, in order to be able to locate the related programs there according to the specific features of each location. Generally, Damavand can be divided into 3 general kernels:

5.4.1 Damavand historical core

The historic core of Damavand city in the city center and near the neighborhood of Roohafza, Ghazi, Chalkaka and Darvish has a very high significance, especially in urban branding, due to its vast historical, cultural and religious potential. Also, two neighborhoods of Damavand urban recreation areas have also been studied in this part of the city, which doubles its importance. For this reason, the programs that are considered for this range includes:

- Establishing the connection between the historical sites of the city's main roads
- Designing public spaces with the aim of creating a mythical mental image through particular urban elements and public arts
- Restoration of historical works requiring restoration
- Injecting new activities to enhance the dynamic performance of historic sites

5.4.2 The core of health tourism and natural

The nucleus is located in the north of the city, the area closer to the Damavand Mountain and also adjacent to the northern route leading to the lakes and the waterfalls of the north of the city and bird paths. For this purpose, specific measures and programs are proposed in this area, including:

- Construction of Health Complex "Ferdows Damavand" with therapeutic, sanitary, residential, recreational, spas ...
- Improved access to natural tourism sites, such as pavilion of access to the cascade and the fountain
- Making the city ecohotel

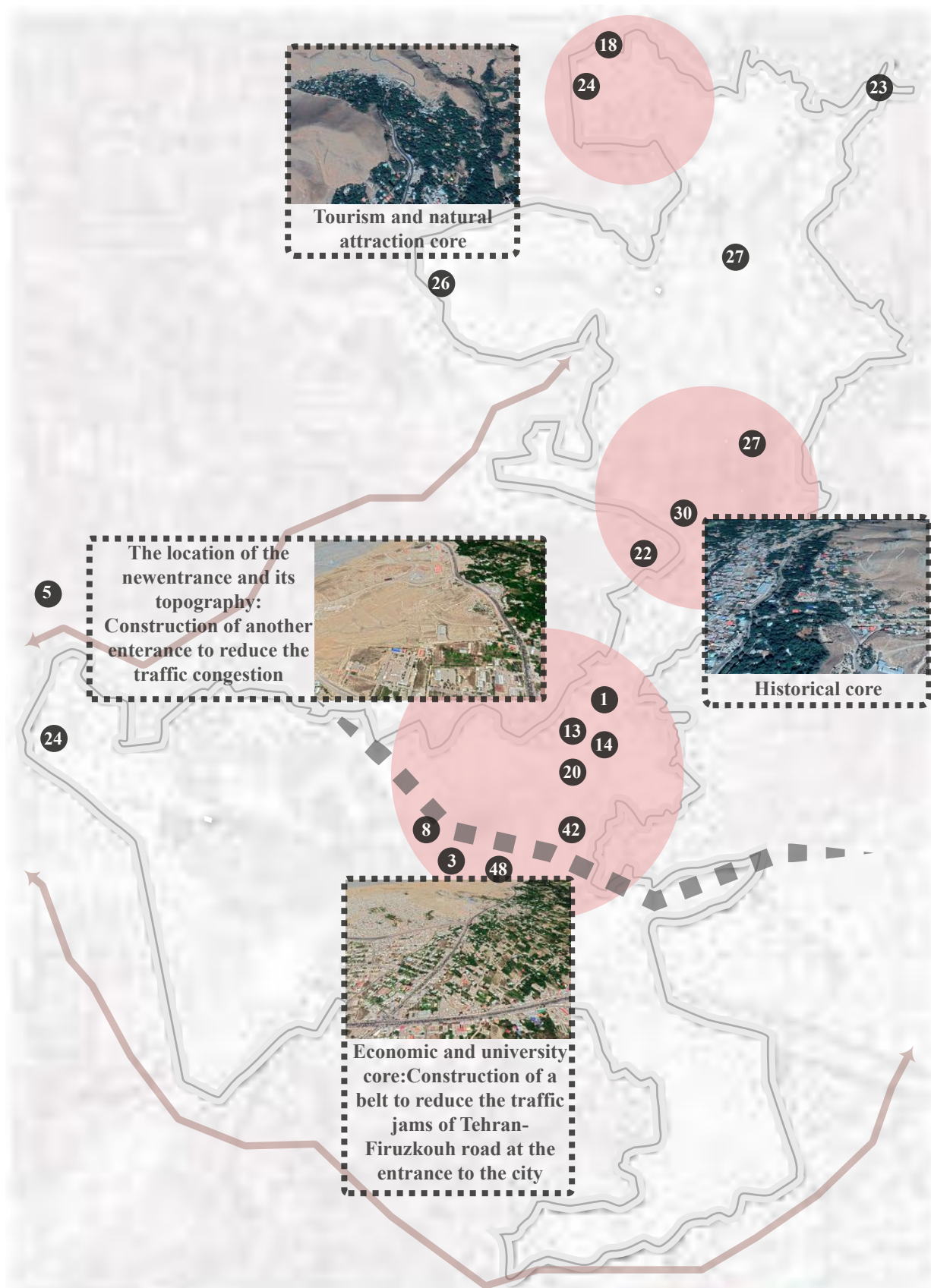
5.4.3 Economic and academic core

This nucleus also shows the flow of flow through the Tehran-Damavand-Firouzkouh passing through its inner passageway. It is also very important to have access to the Damavand universities, due to its proximity to the universities and considering the specific features of this axis, it offered the following projects:

- Establishment of a special agricultural institute in Damavand Azad University and presenting experiences to farmers by holding training workshops
- Find a weekly market for selling agricultural products in the city
- Conducting the Damavand Apple Festival in one week when collecting products
- Organizing training courses for farmers in the field of modern agriculture
- Organizing special conferences in the city, in which the importance of protecting the natural heritage of the city is addressed
- Conducting medical conferences at Damavand University

- Conducting Festivals of Poetry and Shahnameh Reading
- Arash Creek Arrangement Building
- Conducting festivals on the theme of Damavand, mythical paradise

Map 5.1 shows the Damavand Brand Marketing Strategic Plan, in which thematic programs are based on their numbers in Table 5.7.



Map 5.1: Damavand brand planning strategic map (The number of programs is based on the local projects table)

As shown in Map 5.1, one of the important programs of Damavand branding is improving the performance of the transportation network in the city to prevent the occurrence of severe traffic, especially at the entrance to the city if more tourist attraction is in the city. In addition to the roadmap for road improvements, two examples of the new route have been proposed, one as a belt to guide traffic passing from outside the city, as well as the construction of a new entrance directly connected to the city center. The construction of this input prevents interference in the main entrance. In this map, three main cores of Damavand have been located in or near each other depending on the characteristics of each program. At the core of the historic projects, the projects that are linked to the historic sites of the city, are at the core of the university-economics projects that require the holding of conference halls and university equipment, as well as projects that, with the proximity of this core, are used to enter the city for the benefit of more people. The core of health tourism is also located in the north of the city, a part of the city that has the best in terms of climate and water quality and it provides favorable conditions for locating tourism-related health programs and natural tourism, of course, it should be noted that the construction of the health complexes of Ferdows Damavand should not be such as to cause soil and water pollution. For example, hospital care should not be used in this area, especially hospitals with infectious wastes.

5.5 Conducting a branding program for Damavand

In the strategic planning process, after identifying the programs as well as the strategic mapping, we need to create a mechanism for these programs to be properly implemented and monitored by the branding process. Branding might be a precise and difficult process but the most important point is the correct implementation of programs, and if the necessary mechanisms won't exist, like other programs that are made in the country, this plan will not be worth anything other than documentary value. In this way, this section of the paper will try to develop an action plan for projects, in which the priority of the programs, the time and execution time, the organ and the responsible entity and the supervisor will be identified. Of course, another important point in preparing the action plan is to determine the initial financial estimates for program implementation, economic profitability and rate of return, as well as how to invest in them that unfortunately, due to their timeliness and the high degree of precision required for their preparation, these are eliminated from the program of action in this paper, but are very necessary for the preparation of city branding programs.

Raw	Program	Priority	Time	Executive body	Supervisory entity
1	- Establishment of a special agricultural institute in Damavand Azad University and providing experiences to farmers by holding workshops	Second	Midterm	Department of Agricultural management in Damavand-county	Damavand Azad University
2	- Creating special financial facilities for farmers	First	Short term	Department of Agricultural management in Damavand-county	Damavand City Council
3	- Find a weekly market for selling agricultural products in the city	First	Short term	Damavand municipality	Department of Jihad and Agricultural Management in Damavand County
4	- Establishment of food packing industries in the city and use of the city's population as an active force in it	First	Midterm	Department of Agricultural management in Damavand-county	Damavand City Council

Table 5.8: Damavand city branding program

Raw	Program	Priority	Time	Executive body	Supervisory entity
5	- Construction of silos and cold storage for maintenance of agricultural products	First	Midterm	Department of Agricultural management of Damavand county	Damavand City Council
6	- Special attention to improving the quality of the unique agricultural products of Damavand city such as apples and honey.	First	Long term	Department of Agricultural management of Damavand county	Damavand Azad University
7	- Creating a logo, a slogan for the extensive promotion of Apple brandy and Damavand honey	Second	Short term	Department of Agricultural management of Damavand county	Damavand City Council
8	- Conducting the Damavand Apple Festival in a week or so when collecting products	First	Midterm	Department of Agricultural management of Damavand county	Damavand City Council
9	- Providing special mechanization facilities for farmers	First	Midterm	Department of Agricultural management of Damavand county	Damavand City Council
10	- Establishing agricultural cooperatives for consulting with buyers	Second	Midterm	Damavand City Council	Department of Agricultural management of Damavand county
11	- Concluding bilateral agreements with foreign countries, especially neighboring countries	Third	Long term	Department of Agricultural management of Damavand county	Damavand City Council
12	- Creating a website for specific agricultural products such as apples and honey Damavand for global advertising	Second	Short term	Department of Agricultural management of Damavand county	Damavand City Council
13	- Conducting training courses for farmers in the field of modern agriculture and honey Damavand for global advertising	Second	Midterm	Damavand Azad University	Department of Agricultural management of Damavand county
14	- Conducting special conferences in the city, in which the importance of protecting the natural heritage of the city is addressed	Second	Short term	Damavand Azad University	Department of Cultural Heritage and ,Damavand Crafts
15	- Establishing rules for preventing changes in the use of gardens and agriculture	First	Short term	Damavand municipality	Damavand City Council
16	- Concentration criteria for construction of a building in a maximum of 10% of the arena	First	Short term	Damavand municipality	Damavand City Council
17	- More monitoring of the police building on violations	First	Short term	Damavand municipality	Damavand City Council

Table 5.8:Damavand city branding program

Raw	Program	Priority	Time	Executive body	Supervisory entity
18	- Construction of Health Complex "Ferdows Damavand" with therapeutic, sanitary, residential, recreational, spa and ...	Second	Long term	Department of Health and Welfare of Damavand County	Damavand municipality
19	- The use of citizens for the construction of Ferdos Damavand buildings as well as the workforce	Second	Long term	Department of Health and Welfare of Damavand County	Damavand municipality
20	- Conducting medical conferences in Damavand University	Second	Midterm	Damavand Azad University	Department of Health and Welfare of Damavand County
21	- Consider medical courses for Damavand universities	Second	Midterm	Damavand Azad University	Department of Health and Welfare of Damavand County
22	- Consider landscape planning for the city's rivers	Third	Long term	Damavand municipality	Damavand City Council
23	- Improve access to natural tourism sites such as pavement access to waterfalls and springs	Second	Midterm	Damavand municipality	Damavand City Council
24	- Making an Eco Hotel in the City	Third	Long term	Damavand municipality	Damavand City Council
25	- Creating natural vision corridors in the city	Third	Short term	Damavand municipality	Damavand City Council
26	- At least 4 star hotel in the city	First	Midterm	Damavand municipality	Department of Cultural Heritage and ,Damavand Crafts
27	- Construction of at least two quality restaurants in the city	First	Midterm	Damavand municipality	Damavand City Council
28	- Improve urban transport system	Second	Long term	Damavand municipality	Damavand City Council
29	- Better information on tourist sites	First	Short term	Department of Cultural Heritage and ,Damavand Crafts	Damavand City Council
30	- Connecting historical sites with main city axis	Second	Midterm	Damavand municipality	Department of Cultural Heritage and ,Damavand Crafts
31	- Injecting new activities to promote the function and dynamism of historic sites	Second	Midterm	Department of Cultural Heritage and ,Damavand Crafts	Damavand City Council

Table 5.8: Damavand city branding program

Row	Program	Priority	Time	Excutive body	Supervisory entity
32	- Restoration of monuments which Need to be restored	First	Mid term	Cultural heritage and crafts department of Damavand city	Damavand municipality
33	- Increase the cost of building a garden villa and houses over 150 meters on the outskirts of the city	First	Short term	Damavand municipality	Damavand city council
34	- Granting privileges to individuals to protect gardens	First	Short term	Damavand municipality	Damavand city council
35	- Incentive deductions for construction costs in urban recreation areas	First	Short term	Damavand municipality	Damavand city council
36	- Construction of new projects in the field of burned and burned investment in the city	First	Mid term	Damavand municipality	Damavand city council
37	- Establishing familiarization sessions and enhancing the supervisory skills of managers	First	Mid term	Damavand municipality	Damavand city council
38	- The recruitment of specialized human resources to regularly monitor and prevent the destruction of natural resources	First	Short term	Damavand municipality	Damavand city council
39	- Conducting training classes with regard to new management methods for urban managers	Second	Short term	Damavand municipality	Damavand city council
40	- Holding workshops to teach how to deal with tourists	First	Short term	Cultural heritage and crafts department of Damavand city	Damavand azad university
41	- Distribution of brochures and tracks between people with educational content to promote the culture of tourism	First	Short term	Cultural heritage and crafts department of Damavand city	Damavand city council
42	Conducting litreture related festival	Second	Short term	Cultural heritage and crafts department of Damavand city	Damavand city council
43	- Designing public spaces with the aim of creating a mythical mental image through particular urban elements and public arts	Third	Mid term	Damavand municipality	Damavand city council
44	- The construction of Arash Kamangir statue in the entrance to the city	First	Short term	Damavand municipality	Damavand city council

Table 5.8:Damavand city branding program

Raw	Program	Priority	Time	Executive body	Supervisory entity
1	- Including a symbol of the city's myth in Damavand Brand Logo	Second	Short term	Cultural heritage and crafts of Damavand City	Damavand City Council
2	- Establishment of NGOs and local institutions with the aim of increasing the participation of the people in an organized way for the protection and dissemination of Damavand's myth	Second	Midterm	Cultural heritage and crafts of Damavand City	Damavand City Council
3	- Compilation of books related to myths of Damavand due to severe weaknesses in this field	Second	Midterm	Cultural heritage and crafts of Damavand City	Damavand Azad University
4	- Conducting festivals with the theme of the Damavand mythical paradise	Second	Midterm	Cultural heritage and crafts of Damavand City	Damavand City Council

Table 5.8: Damavand city branding program

As shown in the table above, priority is given to programs that initially prevent the destruction of gardens, agricultural lands and unique nature of the city, because this is in fact the most important positive quality of the city. Subsequently, the infrastructure programs and programs that will create the groundwork for the next activity will be prioritized, and in the end, those programs that must already be provided with the basics of their implementation are in the top priority. Of course, as it is clear that more than half of the programs in the table above are in the top priority, this is because simultaneous implementation of many of these programs is important so that the results are presented simultaneously and seamlessly to the people so that the brand of the city can be formed in the minds of the people, if initial investment is made in the field of branding (for example, advertising) but the city does not have the necessary infrastructure for attracting tourists and capital, all efforts and expenses will be useless. Nevertheless, the following development stimulus projects can be selected as urgent and early steps:

- Find a weekly market for selling agricultural products in the city
- Restoration of historical monuments needs restoration
- Construction of a hotel of at least 4 stars in the city
- Construction of silos and cold stores for the maintenance of agricultural products
- Establishment of food packaging industries in the city and use of the city's population as an active force in it

5.6 How Damavand's strategic branding program affects the recreation of the neighborhoods in need

In the second chapter of this research, the link between urban branding and urban regeneration has been proven, but in this chapter of this study and after the development of a strategic brand planning program in Damavand, it should be noted how the developed programs can lead to urban regeneration in Damavand.

Each of the following shows how the Damavand brand program affects the realization of the principles of urban regeneration.

- The Damavand brand offers a long-term vision for improving the lives of citizens
- Due to the use of their participation in the construction of public spaces as well as development projects, in addition to empowering them, the sense of cooperation and participation will be enhanced, as well as the design principle will be realized for the people
- By maintaining and reviving the history, culture and myth of the city, cooperation and popular participation are promoted
- With the restoration and injection of function, the historical monuments of the city are preserved as well as the development of the literary heritage
- Optimization will be utilized through the development of middleware and the use of bare and burned land for the development
- By designing attractive urban spaces with a view to the culture of the people and the city, new life will be given to public spaces
- By maintaining gardens and agricultural lands and developing natural tourism , we will have a sustainable and healthy society
- We will see the development of integrated economic development with the tourism, health and economic returns, as well as the balanced distribution of wealth among residents
- We will have a diverse and beautiful city, taking into account the special construction rules according to the history, myth and culture of the city as well as the design of dynamic urban spaces
- Finally, given the fair distribution of wealth among residents, capacity building, empowerment and the promotion of the sense of belonging and social participation, the people themselves will restore, upgrade and renovate the buildings and neighborhoods in need

Well, as we have seen, almost all of the ten urban rehabilitation principles that are expressed in theoretical foundations will be achieved by establishing a suitable urban brand in Damavand, and this will clarify the need for the attention of urban management to this category.

5.7 Barriers for Branding in Damavand City

Now that we are at the end of the research, all the items that will be needed to create a brand for Damavand will be considered but there are some issues that, if the need for urban managers to implement such a program can become barriers to it, it is necessary to

identify and adopt a futuristic view towards them. These barriers include:

- The impossibility of implementing programs due to lack of funds and lack of appropriate investment.
- Lack of participation of executive and supervisory bodies in Damavand city branding.
- A large number of stakeholders will make their coordination and alignment difficult.
- Lack of proper system for evaluating and monitoring the process of implementing the branding program.
- A high number of stakeholders and stakeholders to coordinate and understand the stakeholders and stakeholders of the concept of branding.
- Long-term implementation of branding and management changes in the city.
- The corruption that affects the management of many cities in the country.\
- The lack of necessary experience in the field of branding in Iran, especially in creating the necessary incentives for urban brand promotion.
- Lack of branding in urban projects such as the city strategic plan.

5.8 Summing up and synthesizing the topics

In this research, after identifying the research issue in the first chapter, namely the creation of a strategy to recreate the historical context, city branding was selected as the stimulus of urban regeneration development in historical textures, and it was assumed that development a good brand for a historic city can have a positive effect on the renovation of its historic and worn out texture, in the same vein, questions and goals were raised; to answer these questions, in the second chapter, theoretical literature on the concept of branding, its history and its origins, branding indicators, its effects, as well as a critique of the existing views on branding, namely, the attraction of the inhabitants, the tourist and capital was provided to the city as the basis for the continuation of research, then, the relationship between urban branding and urban regeneration, especially cultural-based recreation, was investigated. Finally, in the second chapter, branding methods and tools were introduced and branding was described in the cities of New York and Berlin as global experiences.

The third chapter of this research was dedicated to the case studies which are on their way to be branded, their potentials and their obstacles. On the fourth chapter Damavand as a historical city, which, due to its special capacities in the field of city branding and in need of rebuilding, was studied and analyzed. Output of the first four chapters provides the basis for the study of the fifth chapter, which is the development of a strategic brand planning program in Damavand city.

During these studies, it was tried to provide the researcher with the appropriate answers to the research questions, now in the fifth chapter, an opportunity has been created to review these responses once more as a final conclusion.

Table 5.9 shows a summary of previous chapters of the research.

Number and title of the previous chapter	Topics
Chapter 1- Frame work	- Expressing the issue of creating a strategy for the reproduction of historical textures - The need to pay attention to branding as a creative strategy in the reproduction of historical textures - Research questions - Research objectives and hypotheses - Research background and research method
Chapter 2 - Theoretical foundation	- The concept of city branding - Successful urban brand features - Urban brand development process - The economic impact of branding on the City - A critique of urban brand planner's perception of this concept of recruiting travelers, humans, and capital - Investigating the concept of urban regeneration and culture and their relationship with city branding - Examining specific features of a historic city and the reason for selecting a brand as an incentive for development - Providing tools and methods for city branding and its stakeholders - Review the branding process in both New York and Berlin as global experiences
Chapter 3 - Case studies	- City branding in process for small cities - Mugla (turkey) - Yubari(Japan) - Melun (France) - Alba Iulia (Romania)
Chapter 4 - Damavand (undrestanding the status quo)	- City recognition in geographic, environmental, historical, mythical, socio-cultural, economic, tourism, and functional-physical - A survey of the growing number of villas in the city - Exploring the unique features of Damavand - Compilation of swat table to identify the strengths, weaknesses, opportunities and threats of branding in Damavand city.
Chapter 5 - Strategic branding program for Damavand	- Compilation of Damavand brand naming questionnaire to understand the city, city brand strength, brand city perspective - The view of Damavand brand - Objectives and branding strategies in Damavand - Damavand city branding policies and programs - Strategic marketing plan for Damavand city - Development of Damavand city branding program - Future barriers and problems in branding of Damavand

Table 5.9: Summary of previous research chapters

5.9 Answer to research questions

- Question 1: Are city brand goals such as attracting capital, tourists and residents for all cities, especially in Iranian cities, positively evaluated?

In order to answer this question, we should review the theoretical foundations in the second chapter of the research article “ 2.2.9: Make a suitable city brand ” as well as chapter four, paragraph 4.12 The results of questions related to urban branding objectives in Damavand city (Tourist, inhabitant). In the theoretical foundations, according to the studies carried out on various articles and the author's conclusions, it was found that the attraction of capital is always evaluated positively and it is only necessary to pay special attention to investments, in order to be in line with the brand of the city and not to be a factor in reducing the quality of life in the city, however, this does not apply to residents and tourists. Due to the specific characteristics of the location, region or city where branding is to take place, the absorption of these two items may have a positive or negative impact on the quality of life and residence, for example, in recent years, there has been a lot of discussion about the area of tourism in Ashgarad and that attracting tourists to this area will destroy its environment or in the case of a city like Tehran, which is blown up by demographics, attracting new people will certainly be a negative factor for it. Therefore, in designing the brand, the city must first recognize the three factors in the city and then determine the appropriate brand in such a way as to have the effect on each one of them, but this effect may be gravity or repulsion. Then, the cases mentioned in Chapter 3 and 4 were also studied on Damavand city, considering that the people of the city, given their deep knowledge, are the best people to find out the positive or negative impact of tourism or the arrival of new inhabitants to the city, these items were included in the branding questionnaire from both the city and the tourists. The results showed that 97% of tourists and 74% of the city's population believed that tourism development would be in the interest of Damavand city. But in the case of Vila constructions, the most common type of new inhabitants entering Damavand, 71 percent of tourists and 84 percent of citizens said that the growing number of villa inhabitants was detrimental to the city, with 91 percent of the citizens of the city of Damavand opposing the ongoing expansion of the city. As a result, the city of Damavand should attract investment and tourism, but at the same time it tries to prevent the attraction of the inhabitants, especially the construction of villas.

- Question 2: How can a good city brand definition be able to recreate the historic texture of the city?

The answer to this question can be found in the sections on city brand impact on urban development and regeneration, and why the historical context and why the stimulus of development? in the second chapter of this paper, in this section, first, the relationship between urban regeneration, in particular, of culture-based, is demonstrated by city branding, by examining their components, then the point is that the most important background is to Create a successful and fitting brand for a place which is corresponding to its presence of a historical background, identity and culture , and as a result, historic cities are the best options for branding. Now defining the brand in the city in question can lead to the attraction of capital, tourism and new inhabitants to the city, each of which will lead to dynamic economical growth and in the case of proper planning of citizens and residents of the city, especially in needy neighborhoods, urban regeneration can be empowered and can continue the process of urban regeneration, which will improve the people of the city and its neighborhoods will be

refurbished and modernized. A process that naturally enhances the quality of life in the city, and other large-scale interventions in urban contexts, such as projects near the shrine of Imam Reza in Mashhad, or destruction and modernization in the historical context of Shiraz.

The goals and strategies for branding and urban regeneration are as follows:

- Brand Damavand offers a long-term vision for improving the quality of life of citizens
- Due to the use of their participation in the construction of public spaces as well as development projects, in addition to empowering them, the sense of cooperation and participation will be enhanced, as well as the principle of design for the people will be realized.
- By maintaining and reviving the history, culture and myth of the city, cooperation and popular participation are promoted.
- With the restoration and injection of function, the historical monuments of the city are preserved as well as the development of the literary heritage of the city's historical heritage.
- Optimization will be utilized through the development of middleware and the use of bare and burned land for the development.
- By designing attractive and attractive urban spaces with a view to the culture of the people and the city, new life will be given to public spaces.
- By maintaining gardens and agricultural lands and developing natural tourism and agriculture, we will have a sustainable and healthy society.
- We will see the development of integrated economic development with the development of tourism, health and economic returns, as well as the balanced distribution of wealth among residents.
- We will have a diverse and beautiful city, taking into account the special construction rules according to the history, myth and culture of the city, as well as the design of urban spaces.
- Finally, given the fair distribution of wealth among residents, capacity building and empowerment, and the promotion of the sense of belonging and social participation, the people themselves will restore, upgrade and renovate the buildings, buildings and neighborhoods in need.
- Question 3: What are the methods and guidelines for defining a brand for a city?

Finally, in order to answer this question, in the second chapter of the research, paragraph 2.5, the method of defining a suitable brand (branding tool) was created, in which various tools such as graphic design, architectural elements, slogans and advertisements, special events, and specific as well as urban planning and design were introduced as the most common methods of city branding then the role of citizens and various urban actors in branding was investigated. Finally, it was determined that the urban branding process should be long-term and strategically carried out. In the same way, in the fourth chapter of the research on brand building in Damavand as a strategic plan of branding has been developed as a case study to be an example that can be

studied as a model for municipalities and urban management. A process that has its own pace, such as perspective, policy making and action plan development all are visible in the fourth chapter of the research.

5.10 Findings of the research

The findings of this research can be summarized as follows:

- The goals of urban branding, ie attracting capital, tourism, and inhabitants, can not always be positively evaluated for all cities, and, given the complex nature of cities, one of these cases may negatively affect the city in question, so this should be noted in the formulation of a brand of a city or place.
- Identification of the relationship between city branding and urban regeneration
- Determining the role of city brand as a stimulus for development in the recreation of historical cities
- Developing tools and guidelines for defining the appropriate city brand for a place
- Developing a branding strategy in Damavand as a framework and a proposed model
- Prove the hypothesis that a good city brand can lead to the recreation of the urban historical texture

5.11 Conclusion

The historic cities and contexts of the towns are a symbol of the identity, culture and originality of the country, and maintenance and preservation of them are very necessary. Unfortunately, however, these tissues have undergone physical and functional exhaustion and are in decline. Today, urban regeneration is suggested as a suitable way to prevent the burnout of these tissues and improve the quality of life in them but given the complexities of urban living and the high costs of regeneration, this approach should not be as successful as it should. To this end, it is important to adopt an innovative approach to the use of the inner capacities of historic cities, which is very much due to their history. In this research, the creation of a suitable urban brand was chosen as a stimulus for development in the recreation of historic cities; Branding with a positive, unique and competitive image of the city wins it among the rivals and is of great help in attracting capital, tourists and new inhabitants to the city. However, the study found that the attraction of all three factors is not evaluated positively for all the citizens. A city might be damaged by a new tourist or new temporary inhabitants, historic cities, with their precious assets, such as the existence of many historical and architectural monuments, genuine people with a high sense of emotion, create a unique image of the minds of citizens and tourists. As a result, they can easily become a successful brand. In this paper, after studying the concept of urban branding, its characteristics, its economic impact on the city, its relation with urban regeneration and the provision of methods for the development of a successful city brand, the historic city of Damavand was selected as a case study. In the fifth chapter, with attention in existing methods, the city branding strategy was developed for the historic city of Damavand;

The brand of Damavand city has been introduced with the slogan of Damavand, the myth of paradise due to its special natural and mythological features which were identified in the status quo and according to the questionnaire and field studies.

According to studies, city branding has proven to be a creative strategy for the realization of regeneration in historic cities. Firstly, it can lead the city to achieve many of the principles of urban regeneration, such as creating a long-term vision, preserving the historical heritage, living in public spaces, promoting cooperation and participation, creating sustainable and healthy societies, integrating economic development and diversifying the city and it can also provide the ground for the fair distribution of wealth among the residents of the city and, consequently, their empowerment, so that citizens themselves can strive to recreate, rehabilitate and renovate their neighborhoods and their homes without extensive interference in texture. Historical and social, economic and environmental consequences of these interventions. Branding should, in fact, act as a very strong stimulus, which can, in the long run, attract capital, tourists and residents of the city, leading to sustainable urban regeneration. Of course, as shown in this study, the first step in defining a successful urban brand should be to examine whether tourism or tourist attraction for the place or city would be positive or negative, and after knowing this, the brand would be proportional to the specific features of the city. At the end, urban managers and planners are expected to pay more attention to city branding, so that they could even open a special place for this subject in urban development programs, especially the City and Municipal Strategic Plan (CDS).

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