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An Explanation of City Branding Model in order to Promote City Competitiveness and Economic Growth by Using of F'ANP Model

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Abstract: In recent decades, cities are seeking for new ways to promote themselves and economic growth; hence, in order to attract capital and enter to competition arena, city managers increasingly pay attention to optimal use of urban assets. In these competitive conditions, governments have focused on strengthening marketing activities and city branding for improving competitiveness. In this regard, this research tries to investigate the concepts and views on city branding, competitiveness and urban economic growth to extract the indicators of each, and then, by prioritizing extracted indices, will present a conceptual model of urban branding in line with competitiveness and the growth of urban economy. The research method based on purpose is applied and based on data collection is a library- survey research. Data collection instrument is questionnaire. In order to data analysis, F'ANP model is used in order to use the inherent advantages of the factor analysis method, the subject first analyze the dimensions of the constituent and then using the ANP method, these dimensions, elements and the relationship between the elements and the cluster to be investigated. The statistical sample consisted of professors and Ph.D. students of urbanization of Islamic Azad University, Science and Research and Shahr Qods branches, and simple random sampling was used. Factor analysis was performed using 21 indicators and using SPSS software. The results of the research indicated the importance and necessity of considering the principles of urban branding, such as creating urban attractions, creating distinct advantages of the place, increasing participation and productivity, connecting and communicating cities, improving the location, developing creativity, preserving and developing urban assets in the field of improving competitiveness and as a result the growth of the urban economy. Finally, strategies and suggestions for branding of cities are also being proposed to promote competitiveness and urban economic growth.
Keywords: City Branding, Urban Competitiveness, Economic Growth, F’ANP model
JEL Classification: M37, O18, O16, C23

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1- Introduction

In recent years, cities are looking for new ways to advance themselves and in this way cities are compelled to compete with each other in order to attract investors, tourists, residents, and workforce (Zenker & Martin, 2011) In these competitive situations, governments have started to amplify city marketing activities to enhance the product values of the city in order to attract visitors and tourists to promote city competitiveness and increase productivity; because urban marketing and in particular city branding can be seen as an instrument to make a city's competitive advantage known, and to promote the history of the city, the quality of the place, its lifestyle and culture (Zhang & Zhao, 2009). Therefore, recognizing the concept of city branding, its elements and components and also its positive effects on competitiveness and city economic growth is essential because with regards to Ashworth and Kavaratzis (2009), unfortunately most marketing endeavors start and finish with promotional activities and most city branding endeavors start and finish with the visual elements of logos and slogans while branding, as a complete and continuous process, requires interlinked with all other marketing endeavors. Hence, this article tries to achieve a comprehensive understanding of concept, principles, elements and components of city branding, and to adjust a theoretical framework and finally design a conceptual model in order to promote city competitiveness and economic growth, because it seems that with regards to the lack of focus on branding principles in urban and tourism projects in cities of Iran, as well as the lack of payment to create a logical connection between urban branding and the creation of competitive advantage for cities, the development of an innovative, efficient model derived from Scientific texts can solve many existing issues, especially in the field of developing cultural tourism, creating lucrative places and developing urban/ national economy.

2- Literature Review

a) Foreign Researches

Anttiroiko (2015), has devised a research entitled "City Branding as a Response to Global Intercity Competition" and believes that globalization is dramatically changing the context of urban communities and the foundations of urban development policy. In his view, under such circumstances, the main goal of cities is a competitive increase in which the position and attractiveness of a city plays an important role; as a result of city attractive-based development strategies have targeted the effective absorption of foreign resources from currents of this global space. Hence, he analyzes that today emphasis is placed on urban marketing and urban co-ordination, which is used as "City Branding" and aims to attract services or value added as well as attract high-tech companies. In this regard, this research suggests the hypothesis of urban attractiveness and believes that inter-city competition is basically about the ability of the city to attract the greatest possible value from global flows to promote urban development and branding can be a way to increase this charm. Finally, the author argues that the result of such an inter-urban competition determines the performance and position of cities in the division of global labor, the international hierarchy, and ultimately the ability of cities to increase prosperity and economic growth in urban societies.

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Purwanti & Genoveva (2017), in their study entitled "An Evaluation of City Branding to Reinforce the City Competitiveness", argue that cities are real contributors to the country's economic development; because they responsible the largest national income activities. Due to this fact, a competitive city will be a destination for mobile capital, modern producers, talent, technology, tourism, events and citizens with high incomes. They are trying to discover the principles and identity of branding through interviewing experts by relying on Kotler's marketing theory and PEST analysis tools. The results of this research show that city branding is one of the most important means of urban marketing which can be called as a city's visage. In addition, the proper implementation of city branding strategies can help to attract the target market, satisfy the interests of urban stakeholders, and increase the competitiveness of city competitiveness in different aspects. Finally, this research aims to increase the role of brand in the promotion of urban competitiveness, providing the following offers:

- Understanding of urban amenities and their use in city branding strategies in order to create meaning, philosophy and urban perspective;
- Promoting the city advertising strategies to increase foreigners' awareness of City Branding;
- Ensuring a good partnership with all the city's shareholders to create a strong brand of the city and paying attention to the strategy of integrated marketing communications.

b) Iranian Researches

Asadallahzadeh & Mirmoeeni (2015), Impact of City Branding as a Stimulus of Economic Development in Iranian Cities" review the process of globalization and the efforts of cities to compete in attracting tourists, investment, businesses, jobs and new people in this global arena and believe that today urban authorities have taken urban branding to succeed in the process of globalization, and many cities have been able to achieve significant success by implementing the principles of branding. The authors specifically examine the role of urban branding in increasing the tourism potential in Iranian cities and, in some cases, in Qazvin and argue that the optimal use of the principles of branding and tourism can lead to the growth of urban economics. Finally, the research offers suggestions as follows:

- Branding studies and inclusion of these studies in upstream plans to implement more and more urban branding methods;
- Preservation of natural attractions and restoration of historical monuments of the city;
- Introducing the potential of tourism through advertising in the media, making short films and tourism brochures;
- More emphasis on unique urban features;
- Increasing the security in the city, especially in tourist areas;
- Improving public transportation, especially on the routes to the tourist centers

Davoodpour & Minaee (2015), in a research entitled "the feasibility of city bridging to promote the principle of competitiveness in city development strategy (CDS)", emphasize on the role of urban branding in enhancing competitiveness at national, regional and global levels and pointing to ignore city branding strategies in Iranian urban projects and, in some

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cases, urban plans of Bandar Anzali. This research, with hypothesis, attempts to study the branding potential and capacities of Bandar Anzali and finally, they offer suggestions on how to incorporate the concept of urban branding in the urban development strategy as follows:

- Incorporating brand concept and city branding in defining primary objectives and perspectives in the City Development Strategy process (CDS);

- A requirement to provide an action plan that will be tailor made to the feasibility and creation of a sustainable city brand;

- Attention to the intricacies of branding in cities by looking at national and even global needs;

- Holding numerous festivals, especially in the seasons of tourism;

- Developing a comprehensive and integrated advertising and media illustration of cities

Matlabi et al., (2015), in a research entitled "reading from the role of architectural branding on urban competitiveness in global cities" examined the brand's position in the architecture industry and its complementary dimensions in the area of city competitiveness and its effectiveness on the emergence of global cities in the field of transnational economics. The suggestions of this research regarding Tehran Metropolis are:

Examining the physical characteristics of urban architecture and existing aspects of branding ability

- Examining the occupations and organizations involved in the architecture branding process in order to identify their ability to provide architectural branding

- Institutionalization of architectural design and planning process in economic dimensions for urban managers and administrators related to architecture and building industry

3- Theoretical Background

Brand and City Branding

The term of brand is primarily used as a means of distinguishing one product from another. It starts up as a performance to present the name, origin and related information of a product to the consumers. AMA[1] offers a similar definition of a brand as a 'name, logo, term, sign, symbol and design in a combination intended to identify the goods and services of one seller or group of sellers and to distinguish them from those of contestation'(Keller, 2008). Branding can also be defined as this, branding is a necessary process for building and managing the reputation of a company. This branding involves designing, planning, and the Communication between brand names and identities (Anholt, 2007). Fournier also believes that city branding is a strategy that promotes a city's asset value, grants a positive character to the city and creates a brand personality inimitable to the city which wishes to exert a humane penetration. Anholt also defines place branding as a plan for defining the most realistic, most competitive and most compelling strategic vision for the country, region or city (Yoon, 2010). Kavaratzis (2007); believes that city branding is a "continuous process interlinked with all marketing efforts and with the whole planning exercise."

There are several same basic factors among the presented definitions. First is description of branding as a continuous process. Second is to consider the branding as a tool in order to promote and

1- American Marketing Association

improving city competition. Third, is to create a unique character and image for city which while paying attention to commercial and economic benefits, and also the humane issues and physical, psychological, social and cultural aspects. Therefore, to balance between all these aspects is important and we can argue that probably through creating this balance we can improve city identity, promote life quality and finally city competitiveness. The findings of this section can be shown in (Fig. 1).

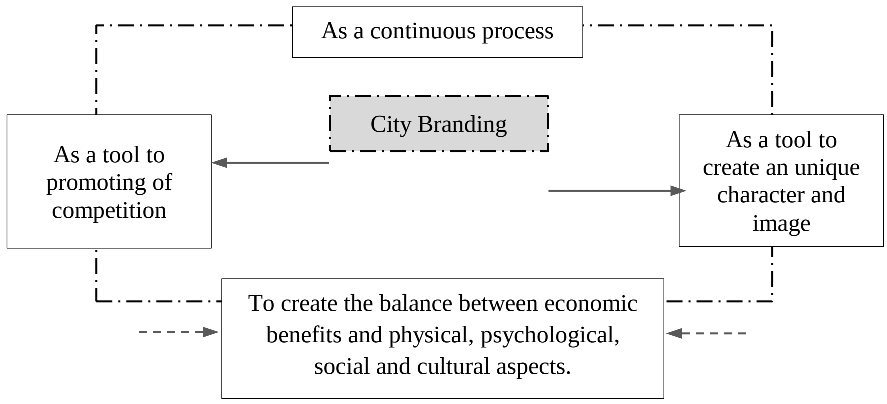

Fig1. Common factors in proposed definitions from the concept of branding and city branding

Competitiveness and Urban Competitiveness

Hatzichronoglou (1996); believes that competitiveness is "the ability of companies, industries, regions, nations or supranational areas to generate, while being and remained exposed to international competition, relatively high factor income and factor employment levels on a sustainable basis". Storper also adds that "Competitiveness reflects the capability of an economy to attract and sustain firms with stable or rising stocks in activity, while maintaining stable or growing standards of living for those who participate in it" (Serrano, 2003). IMD[1] (2000) also defines competitiveness as an ability to direct companies in order to exploit the competitive advantage of countries.

About urban competitiveness Stewart believes that competitiveness is the valence and ability to compete successfully in the market of cities where investors seek for "profitable" places to locate their investment. Lever and Turok also claim that competitiveness is: "The degree to which cities can produce goods and services which meet the test of vaster regional, national and international markets, while simultaneously increasing actual incomes, bettering the quality of life for citizens and elevating development in a manner which is sustainable" (Shi, 2012). As newer definitions can be cited as provided by Li and Yu (2005), they define city competitiveness as "the capacity to attract, capture, possess, control, and transform resources to create value or wealth and to improve the quality of life and urban sustainability of a city in a certain external environment." Kresl and Ni (2006) also believe that "the degree to which a city, or urban region, in analogy with other 'competing' cities, is able to purvey the jobs, income, cultural, and recreational facilities, degree of social cohesion, governance, and urban environment

1- International Institute for Management Development

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to which its current and targeted new residents aspire". Among of the definitions of competitiveness and urban competitiveness, there are also significant points in common. The first point is describing of competitiveness as "ability" for a city, region or country. This ability in the city level, not only limited to the economic dimension, but also in order to attract more capital, include the social and cultural dimensions. The second point, is the sustainability of these resources and benefits, because through these sources is which providing the context for economic and social functions, such as an appropriate environment for business, residence, investment and leisure. The third point is the increasing of living standards through promoting urban assets. These assets also include all aspects of economic, social, cultural and artistic; the aim is to improve the quality of life for residents as well as visitors and tourists. The final point, according to Stewart, is the term of "profitable places"; we can argue that it means the place, which with providing facilities such as recreational, tourist and entrepreneurship facilities and social facilities like the sense of belonging and social solidarity, Creates Economic, social and psychological benefits. We can also remark that to achieve these goals and also in order to promote social, economic and cultural assets, city and place branding as an efficient tool, can be used because enhancing the quality of life, sense of belonging and increasing the city assets can be output for city branding. So according to the result of this section, now we can draw another part of conceptual model as follows (Figure 2).

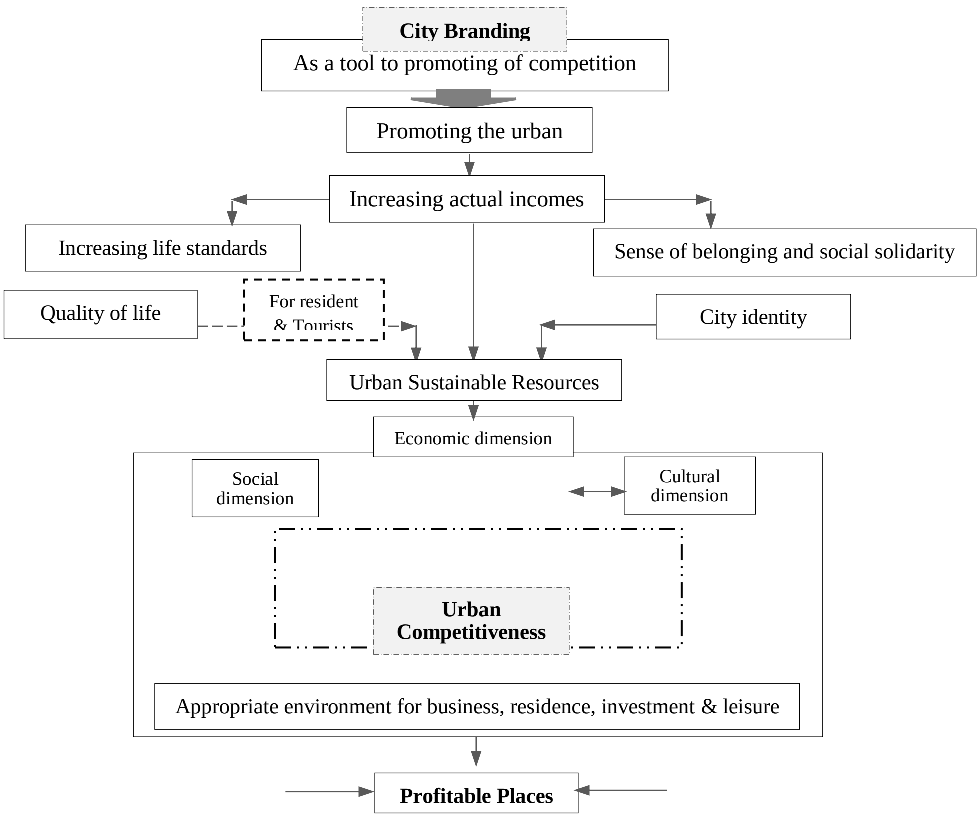

Fig2. Effective factors on improving urban competitiveness

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Economic Growth

There are different concepts of economic growth and ways of measuring it, but the core definition is in terms of growth in the long run productive capacity of the economy, typically measured by real growth in Gross Domestic Product (GDP). In another word, economic growth is the continuous improvement in the capacity to satisfy the demand for goods and services, resulting from increased production scale, and improved productivity (innovations in products and processes) (BIS, 2010). The concept of economic growth is defined by "The New Palgrave Dictionary of Economics as "a measure of a positive change of GDP within an economy" (Aghion & Howitt, 2008). In addition, economic growth can be defined as a rise in per capita income and national product. To increase national product the volume of investment must be greater than the amount necessary to replace depreciated capital. Therefore, the amount of savings and investment plays a significant role in the process of economic growth; this view is central in the classical models of economic growth (Callo, 2002).

Theories of economic growth have emphasized the role of human capital and the different mechanics through which it may affect economic growth. The main theoretical approaches highlighting the connection between human capital and economic growth are the augmented Solow neo-classical approach and the new growth theories (BIS, 2013). Human capital is an important input to innovation, knowledge-based activities, as a higher level of such capital permits the more efficient transformation of preexisting knowledge into new forms of knowledge. The level of human capital is important also because direct face-to-face interaction for the transmission of tacit knowledge requires a high level of communication skills; As Zhang et al., (2009) Refer that human capital also assists in attracting a favorable industry mix, and contributes to the ability of a city to reinvent itself. The existence of a talent pool — a skilled and specialized pool of labor — can be crucial in attracting the foreign direct investment (FDI) that helps a city gain a foothold in industries that are higher up the value chain (Zhang, 2009).

Exploring the Theoretical Views of City Branding

Between cities is becoming widespread all around the universe. Albeit, the city requirements to be recognized as an autonomous brand to the product's brand image as a city which incorporates the city's unique values (Dinnie, 2007). According to Ashworth and Kavaratzis (2009) with regard to the urban branding process, there is a discernible gap in literature; therefore, city branding, as a perfect and continuous process needs requires integrated idea. And also it is necessary needs to a deeply study of marketing literature review and place branding in order to promoting awareness of managers, urban planners and designers. Recognizing effective factors on the success of city branding process, is another important issue. Because, as suggested by Anhalt (2007) building a successful city brand has an effect on a vast range of tough fields including the development and promotion of national and regional tourism, inward investment, recruitment and trade, the branding of exports, international relations and exterior policy, social and cultural policy, urban and environmental planning, economic development, sport, media management and many more. Hence, this section of paper, is addressing to different views of scholars. One of these point views, is a point view which offered by Kotler et al. (1999). Relying on the concept of marketing mix, they attempted to recognize the main aspects of city branding. They expressed four distinctions between place improving strategies and general marketing; these are Design (place as character), Infrastructure (place as fixed environment), Basic services (place as service provider), Attractions (places as entertainment and recreation) (Kavaratzis, 2004). It seems that the most important factor in this statement is promotion place services and facilities so that provides a unique image of place for residents and visitors. Two factors make this distinction possible; the first is a distinctive appearance and the second a distinctive method of creating or offering for one thing. From another views expressed in this regard, we can mention to Borja and Castell (1997). They believe that "competitiveness primarily involves increasing productivity" (Tayebi, 2006). They argue that this productivity appertains to the junction, innovation and flexibility of the city. These three factors nowadays are as fundamental solutions for achieving city centers competitiveness and places; as they are used for design and build of creative urban places and also in approaches such culture- led urban regeneration. Another view is Hubbard and Hall's view. They described a generic entrepreneurial model of city governance and expressed the purposes of this model as re-imaging localities and the transformation of previously productive cities into spectacular cities of (and for) consumption. They have expressed several specific policies to achieve this objective. These are: Advertising and promotion, Large-scale physical redevelopment, Public art and civic statuary, Mega-events, Cultural regeneration and public–private partnerships (Kavaratzis, 2004). Thus, of city branding is city imaging, as Kapferer argues that the value of a brand comes due to this view, one of the most important goals from its ability to gain meaning in the minds of consumers (Jarvisalo, 2012). Hankinson (2004 b) believes that a positive and sustainable city image gives a sense of satisfaction not only to residents but also to visitors, and can provide a better life. Hence, a city brand with positive images needs to be able to produce profits with a certain number of consistent visits of tourists. Since this model also formed from physical, economic, social, cultural and artistic aspects, we can argue that is a significant model. Because in each city or country, In addition to the natural attractions, social, cultural and economic features such as Customs, foods, life style and Etc. are playing an important role as tourist Attractions. Balmer and Gray (2003), also distinguish that many schools of thought exist on corporate branding and more generally on branding where brands are seen as: Marks denoting ownership, Image – building devices, Symbols associated with key values, Means by which to construct individual identities, A conduit by which pleasurable experiences may be consumed. Indeed, they more emphasis on creating a unique identity for a place or city; an important part of this identity will be achieved by symbols recovery of valuable cultural, historical and social; This helps to create a distinctive and unique image for a city in order to create a unique identity. Moreover,

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considering that every nation has its own history and culture, this will be effective to create a distinctive experience for visitors and tourists, through narrative of various events historical and cultural. As Hankinson (2006) and Kavaratzis (2005), in literature review, believe that, there are mainly three approaches for promoting cities: cultural mega events, restoration and promoting heritage and the construction of iconic buildings.

Examining the Relationship between Economic Growth with Competitiveness and City Branding

Numerous studies have examined the effective factors on economic growth some of which have a significant effect on promoting cities competitiveness. In some studies including Zhang (2009), it is argued that numerous factors such as private investment and infrastructure, quality of local governance, local competition, innovation, human capital, capacity to reinvent, historical legacy and stable, open and buoyant macro economy help economic growth and competitiveness in city levels, directly or indirectly. Another important issue which is in direct relation with economic growth in cities or regions; is productivity; Hence, recognize of effective factors on mobility of productivity is necessary, in order to achieve economic growth and city competitiveness as a result. A study titled “A Flourishing Region (2006-2020)”, in order to prepare an integrated economic strategy for the East Midlands, introduces the most important factors for driving of productivity; these are investment, innovation, skills, enterprise and competition (Jackson & Parsons, 2007). Mihut (2013) also has examined factors affecting economic growth in his doctoral thesis. Based on his result; factors are divided into two fundamental section which include economic and non-economic factors. Non-economic section includes political, psychological and cultural factors and economic section are endogenous factors such as natural resources, and human capital, exogenous factors such as foreign direct investments and finally endogenous-exogenous factors includes technological progress and degree of openness of the economy. But about city branding, due to the common aspects among effective factors on city branding and economic growth such as innovation, entrepreneurship, skills, infrastructure, companies (See BIS, 2010; BIS, 2013; Zhang & Zhao, 2009; Jackson & Parsond, 2007), it can be argued that brand and city branding help to economic growth and development. Because the importance of a city brand in different levels of regional, national and transnational, by attracting economic and human capital which most important of these are tourism industrial boom, attracting and retaining a skilled workforce and creative class skills, have significant effects on entrance of domestic and foreign capitals, employment opportunities and entrepreneurship development and creation and development more and more favorable services and infrastructure. Directly or indirectly, all of these factors help to increasing of economic efficiency, actual income, life standards and quality of life as a result. City branding also leads to increase productivity and economic growth by focusing on three sub criteria such as junction and communication, innovation and flexibility. On the other hand, as mentioned in the previous section, one of the fundamental pillars for creation and development of urban brand is promoting knowledge level among city management; this case has an important role in improving local and national government quality. Thus, it can be argued that city branding in addition to a positive impact on the identity, quality of life, sustainable investment and urban competitiveness, also provides necessary policies for a city economic growth. Therefore, due to definition of economic growth and according to studies and analysis cited, effective factors on city economic growth and its relation with city competitiveness and branding have been shown in Figure (3).

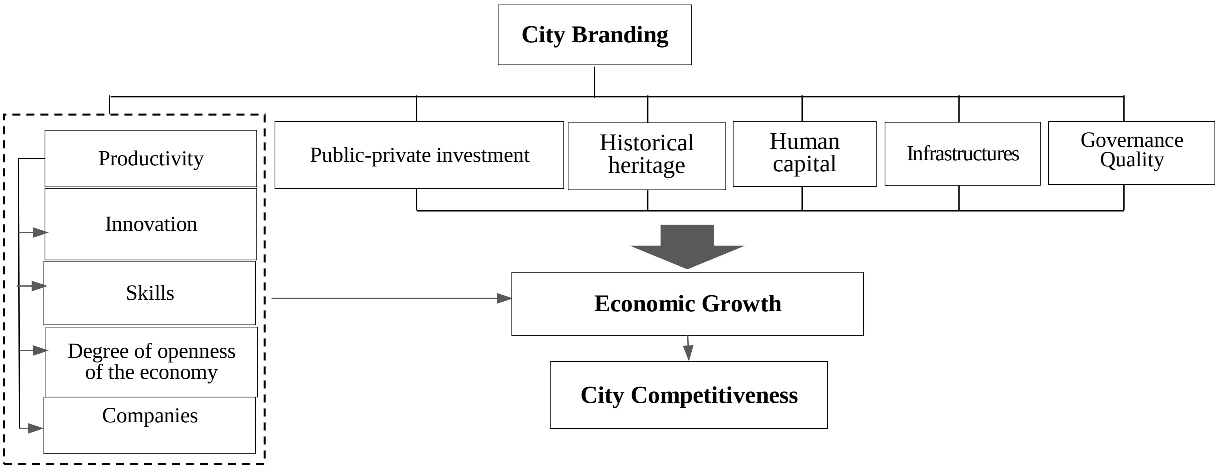

Fig3. Effective factors on economic growth and promoting of urban competitiveness

4- Research Method

In this research, based on the purpose, the research method is applied research method and also based on the data collection, the research method is documentary-library and surveying. The data collection tool is a questionnaire that was purposely distributed in a sample of 50. The statistical population of the study consists of university professors and Ph.D. students in urban planning and the statistical sample includes professors and PhD students of Science and Research Branch of Islamic Azad University and Azad University of Shahreh Qods. Sampling method is random sampling method because each member of the defined community has an equal and independent chance of being in the sample. The F'ANP model was also used to analyze the data from the questionnaire; so first, the subject matter is analyzed through the process of factor analysis into its constituent dimensions; Then, using of the network analysis process (ANP), the relative importance of the component elements of the topic is determined. In addition, SPSS software was used for performing factor analysis process.

The experts' judgments through Delphi technique have been investigated to develop a questionnaire and to assess the validity of the extracted indices from theoretical foundations. For this purpose, in the first stage, a questionnaire with 29 items was designed and distributed in a sample of 10 between urban experts, by using the Likert scale (1= completely opposed, 2= I disagree, 3= no opinion, 4= I agree, 5= Absolutely agree) the amount of agreement of each expert with the items/ indicators to be specified. The results of this study are presented in Table (1). Based on this table, experts agree

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with 21 indicators (average above 2.5 out of 5) out of 29 extracted indicators. Then, in the second step, by using of the 21 items obtained in the first phase, another questionnaire with the aim of reaching the consensus of experts was elaborated to determine the degree of their agreement with the obtained items. The results of this questionnaire are presented in Table (2). In addition, in order to assess the reliability of items, in a sample of 10, the final questionnaire was completed in a preliminary and experimental way and its reliability coefficient was determined through the Cronbach's alpha coefficient. Since the alpha value is higher than 0.7 in the research, the reliability of the measurements or grades is high, so the Cronbach’s alpha coefficient (0.884) shows that the validity of most questions is in the optimum level, indicating coherence and sustainability the inner is above the measures; therefore, they are used to measure the variable.

Table1. Results of experts’ comments about questionnaires items

Row	Indexes	Mean (out of 5)	Standard deviation
1	Advertise & Promote	3.40	1.35
2	Physical Redevelopment	2.80	1.23
3	Public Arts	2.20	1.23
4	Macro Events	4.50	0.53
5	Cultural Regeneration	3.50	0.71
6	Public and Private Sector Cooperation	3.30	0.95
7	Innovation	4.30	0.48
8	Flexibility	1.90	1.29
9	Human Resource Skills	4.20	1.03
10	Setting up and Developing Companies	3.80	1.03
11	Designing	3.40	0.84
12	Improvement and Development of Infrastructure	4.30	0.48
13	Provide and Strengthen Basic Services	4.10	0.88
14	Producing Benefits	3.60	0.70
15	Marks Denoting Ownership	3.10	0.74
16	Image Making	4.60	0.51
17	Historical & Cultural legacy	4.10	1.29
18	Symbols Related to the Key Values of Citizens	2.30	1.42
19	Entrepreneurship	4.20	0.63
20	Institutional Networks	2.40	1.17
21	Urban Development Strategies	2.30	0.95
22	Education Opportunity	3.70	1.06
23	Local Leaders	2.30	1.42
24	Locations and Urban Access	3.60	1.17
25	City Natural Resources	4	1.25
26	Economic Sanctuary	3.50	1.1
27	High value added activities	1.60	0.84
28	Achieving to capital in the city	4.20	0.42
29	Local institutions for the development of scientific and experimental research	2.20	0.92

Table2. Indicators resulting from the consensus of experts

Index code	Indexes	the effect direction	References	Percentage of agreement	Percentage of opposition
1	Advertise & Promote	↑	(Kavaratzis, 2004)	91	9
2	Physical Redevelopment	↑		78	22
3	Locations and Urban Access	↑	(Sinkiene,2009)	62	38
4	Macro Events	↑	(Kavaratzis,2005)	95	5
5	Cultural Regeneration	↑	(Kavaratzis, 2004)	73	27
6	Public and Private Sector Cooperation	↑		68	32
7	Achieving to capital in the city	↑	(Sinkiene,2009)	61	39
8	Innovation	↑	(Zhang & Zhao,2009), (Jackson & Parsons, 2007), (BIS, 2013)	84	16
9	Entrepreneurship	↑		92	8
10	Human Resource Skills	↑		89	11
11	Setting up and Developing Companies	↑		76	24
12	Designing	↑	(Anholt,2007)	67	33
13	Improvement and Development of Infrastructure	↑	(Zhang & Zhao,2009)	83	17
14	Provide and Strengthen Basic Services	↑		87	13
15	Education Opportunity	↑	(Sinkiene,2009)	93	7
16	Marks Denoting Ownership	↑	(Balmer & Gray,2003)	58	42
17	Image Making	↑	(Hankinson,2004), (Balmer & Gray,2003)	95	5
18	Historical & Cultural legacy	↑	(Zhang & Zhao,2009), (Hankinson,2006),(Kavaratzis,2005)	86	14
19	City Natural Resources	↑	(Mihut,2013)	77	23
20	Economic Sanctuary	↑	(Sinkiene,2009)	72	28
21	Producing Benefits	↑	(Hankinson, 2004)	67	33

Table3. Reliability of the questionnaire

Index cod	1	2	3	4	5	6	7	8	9	10	11
Cronbach’s alpha	0.86	0.85	0.85	0.84	0.83	0.85	0.84	0.3	0.82	0.84	0.83
Index cod	12	13	14	15	16	17	18	19	20	21	
Cronbach’s alpha	0.83	0.84	0.84	0.84	0.83	0.82	0.85	0.84	0.84	0.83	
Cronbach’s alpha of questionnaire	**0.844**										

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5- Results

F'ANP Model and Data Analysis

The F'ANP model was introduced by 2013. In the F'ANP model, it attempts to decompose the subject under investigation into its constituent dimensions by using the inherent advantages of the analytical method. Then, using the ANP method, these dimensions and their elements, the relationship and dependencies between the elements and the clusters form The grid is specified to determine the relative importance of the constituent elements of the subject under study. The process of this model can be summed up in two stages (Fig. 6) (Zebardast, 2014):

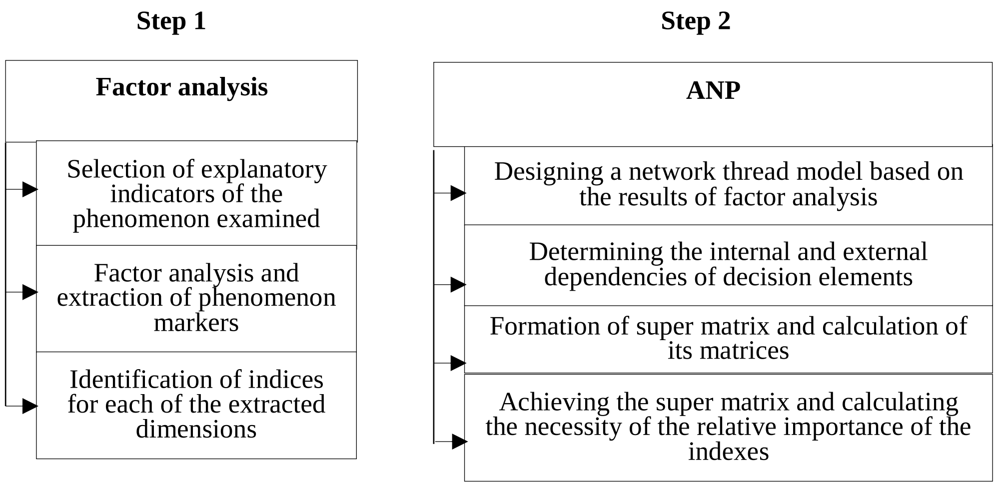

Fig4. F'ANP steps

Source: (Zebardast, 2014)

Factor analysis method is done with 21 selected indicators by using SPSS software. About general proportion of samples, firstly, the requirements for using factor analysis was controlled by Bartlett's Sphere Test and Kaiser-Meyer-Olkin (KMO). The KMO test indicates whether the association and correlation of a particular variable with other variables being analyzed is acceptable or not (Mansourfar, 2008). Based on the table (4), in this research, the value of KMO is equal to 0/704 and showing that the conducted factor analysis is appropriate. Bartlett's test is also meaningful with a value of 308.579 at a 99% confidence level ($P < 0.05$). Also, in order to determine the number of factors, Kaiser-Meyer-Olkin (Kaiser, 1960) is used. Based on this test, only the factors that have an eigenvalues-greater-than-one are accepted and the factors that have the greatest Eigen values have the highest priority (Zerbardast, 2015). In this research, among 21 factors, only 8 factors have an eigenvalues-greater-than-one and contribution of these 8 factors of total explained variance is equal to 73.993 percent. The first factor has the largest contribution with 27.452% and the eighth factor is the lowest with 4.187 percent. The extracted factors and indicators related to each, change of percent and the value of the factor loadings are shown in Table (5).

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Table4. Bartlett's Sphere Test and Kaiser-Meyer-Olkin (KMO)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.704
Bartlett's Test of Sphericity	Approx. Chi-Square	579.308
	df	276
	Sig.	0.000

Table5. The name of extracted factors, changes percent and factor loadings

Numbers	The name of extracted indicators	Changes percent	The factor loadings	Indicators	Brevity
1	The Creation of Urban Attractions (CUA)	27.452	0.630	Cultural Regeneration	CR
			0.583	Human Resource Skills	HRS
			0.644	Enterprise	E
			0.606	Improvement and development of infrastructure	IDI
			0.611	Strengthening of Basic Services	SBS
			0.617	Image Making	IM
			0.778	Education Opportunities	EO
			0.828	Access to Capital in City	ACC
2	The Distinctive Advantage of Place (DAP)	10.162	0.693	Urban Design	UD
			0.876	Location and City Access	LCA
			0.815	City Natural Resources	CNR
3	Partnership (PA)	8.768	0.800	Public-Private Partnership	P-PP
			0.787	Marks Denoting Ownership	MDO
4	Increasing Productivity (IP)	6.681	0.820	Economic Structure	ES
			0.696	Generating interests	GI
5	Connectivity and Communicatio (CC)	6.170	0.896	Advertising & Promotion	AP
6	Place Improving (PI)	5.489	0.596	Physical Redevelopment	PR
			0.872	Mega Events	ME
7	Development of Creativity (DC)	5.084	0.841	Innovation	IN
			0.673	Entrepreneurship	EN
8	Urban Assets (UA)	4.187	0.681	Historical & Cultural Heritage	HCH

Step II: The Analytic Hierarchy Process (ANP)

The purpose of this step is to determine the relative importance of the extracted factors and indicators related to each of the factors. For this purpose, the following steps are performed:

Building a Network Model

In this section, according to the main goal of research (city branding), eight factors were derived from factor analysis and indicators related to each of the factors, and the network model is formed (figure 5).

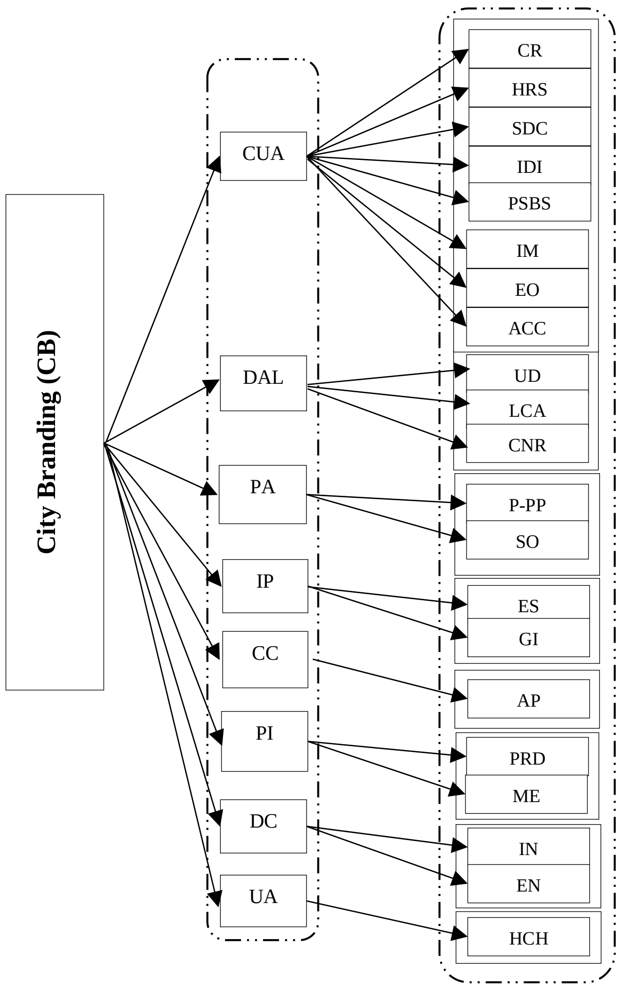

Fig5. ANP Model of Branding in line with Competitiveness and Urban Economic Growth

Formation of the Initial Super Matrix

According to offered network model, the initial super matrix has been formed from three levels; goal, criteria and sub-criteria.

$$W=\begin{array}{c} \\ \text{Goal} \\ \text{Criterion} \\ \text{Sub- Criterion} \end{array}\begin{array}{c} \begin{array}{ccc} \text{Goal} & \text{Criterion} & \text{Sub- Criterion} \end{array} \\ \begin{bmatrix} 0 & 0 & 0 \\ w21 & 0 & 0 \\ 0 & w32 & w33 \end{bmatrix} \end{array}$$

Calculation of w_{21} Vector

In this section, binary comparative criteria (obtained factors from factor analysis) ratio to goal is done. For this purpose, change of percentage of extracted factors has been used as the importance coefficient (see Zebardast, 2015). The result of this section has been shown in table (6).

Table6. Calculation of w_{21} vector

Changes percentage		Factors	F1	F2	F3	F4	F5	F6	F7	F8	Geometric mean	$[w_{21}]$
27.452	$[A_{21}]$	F1	1.0000	2.7014	3.1310	4.1090	4.4492	5.001	5.3996	6.5564	3.5865	0.3710
10.162		F2	0.3702	1.0000	1.1590	1.5210	1.6470	1.8513	1.9988	2.4270	1.3276	0.1373
8.768		F3	0.3193	0.8628	1.0000	1.3123	1.4211	1.5974	1.7246	2.0941	1.1455	0.1184
6.681		F4	0.2434	0.6574	0.7619	1.0000	1.0828	1.2172	1.3141	1.5956	0.8728	0.0903
6.170		F5	0.2247	0.6072	0.7037	0.9253	1.0000	1.1241	1.2136	1.4636	0.8056	0.0833
5.489		F6	0.1999	0.5401	0.6260	0.8215	0.8896	1.0000	1.0797	1.3430	0.7192	0.0744
5.084		F7	0.1852	0.5003	0.5793	0.7610	0.8240	0.9262	1.0000	1.2142	0.6641	0.0687
4.187		F8	0.1525	0.4120	0.4775	0.6267	0.6786	0.7628	0.8236	1.0000	0.5470	0.0566
											Total= 6.6683	CR=0

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Calculation of w_{32} Vector

The purpose of building this matrix is to investigate the relationship between each factor with their sub-criteria. In this section, also the obtained factor loadings and their normalization have been used as importance coefficient. Findings of this section have been shown in table (7).

Table7. The elements of W_{32} matrix

	CUA	DAL	PA	IP	CC	PI	DC	UA
CR	0.119	0	0	0	0	0	0	0
HRS	0.110	0	0	0	0	0	0	0
SDC	0.121	0	0	0	0	0	0	0
IDI	0.114	0	0	0	0	0	0	0
PSBS	0.115	0	0	0	0	0	0	0
IM	0.116	0	0	0	0	0	0	0
EO	0.146	0	0	0	0	0	0	0
ACC	0.156	0	0	0	0	0	0	0
UD	0	0.291	0	0	0	0	0	0
LCA	0	0.367	0	0	0	0	0	0
CNR	0	0.341	0	0	0	0	0	0
P-PP	0	0	0.504	0	0	0	0	0
SO	0	0	0.495	0	0	0	0	0
AHAV	0	0	0	0.540	0	0	0	0
LIDR	0	0	0	0.459	0	0	0	0
AP	0	0	0	0	1	0	0	0
PRD	0	0	0	0	0	0.406	0	0
ME	0	0	0	0	0	0.594	0	0
IN	0	0	0	0	0	0	0.555	0
EN	0	0	0	0	0	0	0.444	0
HCH	0	0	0	0	0	0	0	1

Calculation of w_{33} vector

In this matrix, sub-criteria internal relations of each criterion has been examined. For this purpose and to obtain sub-criteria importance coefficient of each criteria, normalized matrix of indicators correlation coefficients have been used. Table (8) indicates the matrix of first index (CUA) correlation coefficients. The importance coefficient of seven other factors has been calculated in the same way.

Table8. First index (CUA) correlation coefficients

	CR	HRS	SDC	IDI	PSBS	IM	EO	ACC
CR	0.425	0.214	0.135	0.006	0.006	0.130	0.047	0.002
HRS	0.263	0.346	0.078	0.098	0.120	0.040	0.137	0.005
SDC	0.130	0.061	0.440	0.097	0.054	0	0.102	0.032
IDI	0.012	0.096	0.121	0.351	0.344	0.042	0.034	0.084
PSBS	0.007	0.110	0.63	0.319	0.379	0.016	0.013	0.090
IM	0.108	0.027	0	0.029	0.012	0.512	0.150	0.028
EO	0.051	0.142	0.135	0.035	0.015	0.230	0.333	0.272
ACC	0.002	0.003	0.029	0.060	0.070	0.030	0.186	0.487

Building Super Matrix and Calculating the Relative Weight of Indicators

In order to achieve the final effect of the control criterion on all indices, we need to calculate the super matrix. In order to calculate the supernatant, the W_{21}, W_{32} and W_{33} vectors must be replaced in the primary super matrix. This super-matrix is weighted, so the sum of its column elements is 1 (Table 9). Then, limited super matrix has been calculated to obtain relative importance coefficients of indicators. In other words, the super matrix should be multiplied repeatedly to reach a level of consistency, and the numbers in each row will be equal. In this research, to obtain limited super matrix, weighted super matrix has been calculated to the power of 30 by MATLAB software (Table 10). The coefficient of significance of the indicators is extractable from the target column / vector in the extra matrix. Finally, the coefficient of relative importance of the indicators is obtained by normalizing the vector of the target (Table 11).

Table9. Weighted super matrix

	Goal	CUA	DAL	PA	IP	CC	PI	DC	UA	CR	HRS	SDC	IDI	PSBS	IM	EO	ACC
Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CUA	0.371	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DAL	0.137	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PA	0.118	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IP	0.090	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CC	0.083	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PI	0.074	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC	0.068	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UA	0.056	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CR	0	0.120	0	0	0	0	0	0	0	0.425	0.214	0.135	0.006	0.006	0.130	0.047	0.002
HRS	0	0.110	0	0	0	0	0	0	0	0.263	0.346	0.078	0.098	0.120	0.040	0.137	0.005
SDC	0	0.122	0	0	0	0	0	0	0	0.130	0.061	0.440	0.097	0.054	0	0.102	0.032
IDI	0	0.114	0	0	0	0	0	0	0	0.012	0.096	0.121	0.351	0.344	0.042	0.034	0.084
PSBS	0	0.115	0	0	0	0	0	0	0	0.007	0.110	0.063	0.319	0.379	0.016	0.013	0.090
IM	0	0.116	0	0	0	0	0	0	0	0.108	0.027	0	0.029	0.012	0.512	0.150	0.028
EO	0	0.147	0	0	0	0	0	0	0	0.051	0.142	0.135	0.035	0.015	0.230	0.333	0.272
ACC	0	0.156	0	0	0	0	0	0	0	0.002	0.003	0.029	0.060	0.070	0.030	0.186	0.487
UD	0	0	0.291	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LCA	0	0	0.367	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CNR	0	0	0.342	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-PP	0	0	0	0.504	0	0	0	0	0	0	0	0	0	0	0	0	0
SO	0	0	0	0.496	0	0	0	0	0	0	0	0	0	0	0	0	0
AHAV	0	0	0	0	0.541	0	0	0	0	0	0	0	0	0	0	0	0
LIDR	0	0	0	0	0.456	0	0	0	0	0	0	0	0	0	0	0	0
AP	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
PRD	0	0	0	0	0	0	0.406	0	0	0	0	0	0	0	0	0	0
ME	0	0	0	0	0	0	0.594	0	0	0	0	0	0	0	0	0	0
IN	0	0	0	0	0	0	0	0.555	0	0	0	0	0	0	0	0	0
EN	0	0	0	0	0	0	0	0.444	0	0	0	0	0	0	0	0	0
HCH	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0

Continued Table 9

	UD	LCA	CNR	P-PP	SO	AHAV	LIDR	AP	PRD	ME	IN	EN	HCH
Goal	0	0	0	0	0	0	0	0	0	0	0	0	0
CUA	0	0	0	0	0	0	0	0	0	0	0	0	0
DAL	0	0	0	0	0	0	0	0	0	0	0	0	0
PA	0	0	0	0	0	0	0	0	0	0	0	0	0
IP	0	0	0	0	0	0	0	0	0	0	0	0	0
CC	0	0	0	0	0	0	0	0	0	0	0	0	0
PI	0	0	0	0	0	0	0	0	0	0	0	0	0
DC	0	0	0	0	0	0	0	0	0	0	0	0	0
UA	0	0	0	0	0	0	0	0	0	0	0	0	0
CR	0	0	0	0	0	0	0	0	0	0	0	0	0
HRS	0	0	0	0	0	0	0	0	0	0	0	0	0
SDC	0	0	0	0	0	0	0	0	0	0	0	0	0
IDI	0	0	0	0	0	0	0	0	0	0	0	0	0
PSBS	0	0	0	0	0	0	0	0	0	0	0	0	0
IM	0	0	0	0	0	0	0	0	0	0	0	0	0
EO	0	0	0	0	0	0	0	0	0	0	0	0	0
ACC	0	0	0	0	0	0	0	0	0	0	0	0	0
UD	0.680	0.125	0.143	0	0	0	0	0	0	0	0	0	0
LCA	0.148	0.576	0.293	0	0	0	0	0	0	0	0	0	0
CNR	0.172	0.299	0.564	0	0	0	0	0	0	0	0	0	0
P-PP	0	0	0	0	0	0	0	0	0	0	0	0	0
SO	0	0	0	0	0	0	0	0	0	0	0	0	0
AHAV	0	0	0	0	0	0.687	0.313	0	0	0	0	0	0
LIDR	0	0	0	0	0	0.313	0.687	0	0	0	0	0	0
AP	0	0	0	0	0	0	0	1			0	0	0
PRD	0	0	0	0	0	0	0	0	0.805	0.195	0	0	0
ME	0	0	0	0	0	0	0	0	0.195	0.805	0	0	0
IN	0	0	0	0	0	0	0	0	0	0	0.987	0.013	0
EN	0	0	0	0	0	0	0	0	0	0	0.013	0.987	0
HCH	0	0	0	0	0	0	0	0	0	0	0	0	1

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Table10. Limited super matrix

	Goal	CUA	DAL	PA	IP	CC	PI	DC	UA	CR	HRS	SDC	IDI	PSBS	IM	EO	ACC
Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CUA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CR	0.04	0.11	0	0	0	0	0	0	0	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
HRS	0.05	0.14	0	0	0	0	0	0	0	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14
SDC	0.04	0.11	0	0	0	0	0	0	0	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
IDI	0.05	0.14	0	0	0	0	0	0	0	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14
PSBS	0.05	0.13	0	0	0	0	0	0	0	0.13	0.13	0.13	0.13	0.13	0.13	0.13	0.13
IM	0.03	0.09	0	0	0	0	0	0	0	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
EO	0.05	0.14	0	0	0	0	0	0	0	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14
ACC	0.04	0.09	0	0	0	0	0	0	0	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
UD	0.04	0	0. 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LCA	0.05	0	0.35	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CNR	0.05	0	0.36	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-PP	1.81	0	0	17.31	0	0	0	0	0	0	0	0	0	0	0	0	0
SO	1.81	0	0	17.31	0	0	0	0	0	0	0	0	0	0	0	0	0
AHAV	0.08	0	0	0	0	0.99	0	0	0	0	0	0	0	0	0	0	0
LIDR	0.08	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
AP	0.08	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
PRD	0.04	0	0	0	0	0	0.5	0	0	0	0	0	0	0	0	0	0
ME	0.04	0	0	0	0	0	0.5	0	0	0	0	0	0	0	0	0	0
IN	0.04	0	0	0	0	0	0	0.73	0	0	0	0	0	0	0	0	0
EN	0.03	0	0	0	0	0	0	0.27	0	0	0	0	0	0	0	0	0
HCH	0.06	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0

Continued Table 10

	UD	LCA	CNR	P-PP	SO	AHAV	LIDR	AP	PRD	ME	IN	EN	HCH
Goal	0	0	0	0	0	0	0	0	0	0	0	0	0
CUA	0	0	0	0	0	0	0	0	0	0	0	0	0
DAL	0	0	0	0	0	0	0	0	0	0	0	0	0
PA	0	0	0	0	0	0	0	0	0	0	0	0	0
IP	0	0	0	0	0	0	0	0	0	0	0	0	0
CC	0	0	0	0	0	0	0	0	0	0	0	0	0
PI	0	0	0	0	0	0	0	0	0	0	0	0	0
DC	0	0	0	0	0	0	0	0	0	0	0	0	0
UA	0	0	0	0	0	0	0	0	0	0	0	0	0
CR	0	0	0	0	0	0	0	0	0	0	0	0	0
HRS	0	0	0	0	0	0	0	0	0	0	0	0	0
SDC	0	0	0	0	0	0	0	0	0	0	0	0	0
IDI	0	0	0	0	0	0	0	0	0	0	0	0	0
PSBS	0	0	0	0	0	0	0	0	0	0	0	0	0
IM	0	0	0	0	0	0	0	0	0	0	0	0	0
EO	0	0	0	0	0	0	0	0	0	0	0	0	0
ACC	0	0	0	0	0	0	0	0	0	0	0	0	0
UD	0.29	0.29	0.29	0	0	0	0	0	0	0	0	0	0
LCA	0.35	0.35	0.35	0	0	0	0	0	0	0	0	0	0
CNR	0.36	0.36	0.36	0	0	0	0	0	0	0	0	0	0
P-PP	0	0	0	17.31	17.31	0	0	0	0	0	0	0	0
SO	0	0	0	17.31	17.31	0	0	0	0	0	0	0	0
AHAV	0	0	0	0	0	0	0.99	0	0	0	0	0	0
LIDR	0	0	0	0	0	0	1	0	0	0	0	0	0
AP	0	0	0	0	0	0	0	1	0	0	0	0	0
PRD	0	0	0	0	0	0	0	0	0.5	0.5	0	0	0
ME	0	0	0	0	0	0	0	0	0.5	0.5	0	0	0
IN	0	0	0	0	0	0	0	0	0	0	0.73	0.73	0
EN	0	0	0	0	0	0	0	0	0	0	0.27	0.27	0
HCH	0	0	0	0	0	0	0	0	0	0	0	0	1

Table11. The coefficient of relative importance for city branding indicators

Indicators brevity	The coefficient of relative importance (W_{ANPJ})
CR	0.01
HRS	0.011
SDC	0.01
IDI	0.01
PSBS	0.01
IM	0.008
EO	0.012
ACC	0.008
UD	0.009
LCA	0.01
CNR	0.011
P-PP	0.397
SO	0.397
ES	0.018
GI	0.018
AP	0.018
PRD	0.008
ME	0.008
IN	0.008
EN	0.007
HCH	0.012

According to table (11), most indicators have equally importance; however, public-private partnerships, marks denoting ownership, economic structure, generating interests, advertising and promotion, historical and cultural heritage and education opportunities have the highest impact on urban branding process in order improve to competitiveness and urban growth. Now and at this step, according to the findings of the research, a proposed conceptual model can be presented (Figure 6). The components of the model and their relationship with each other are based on an analysis of theoretical foundations.

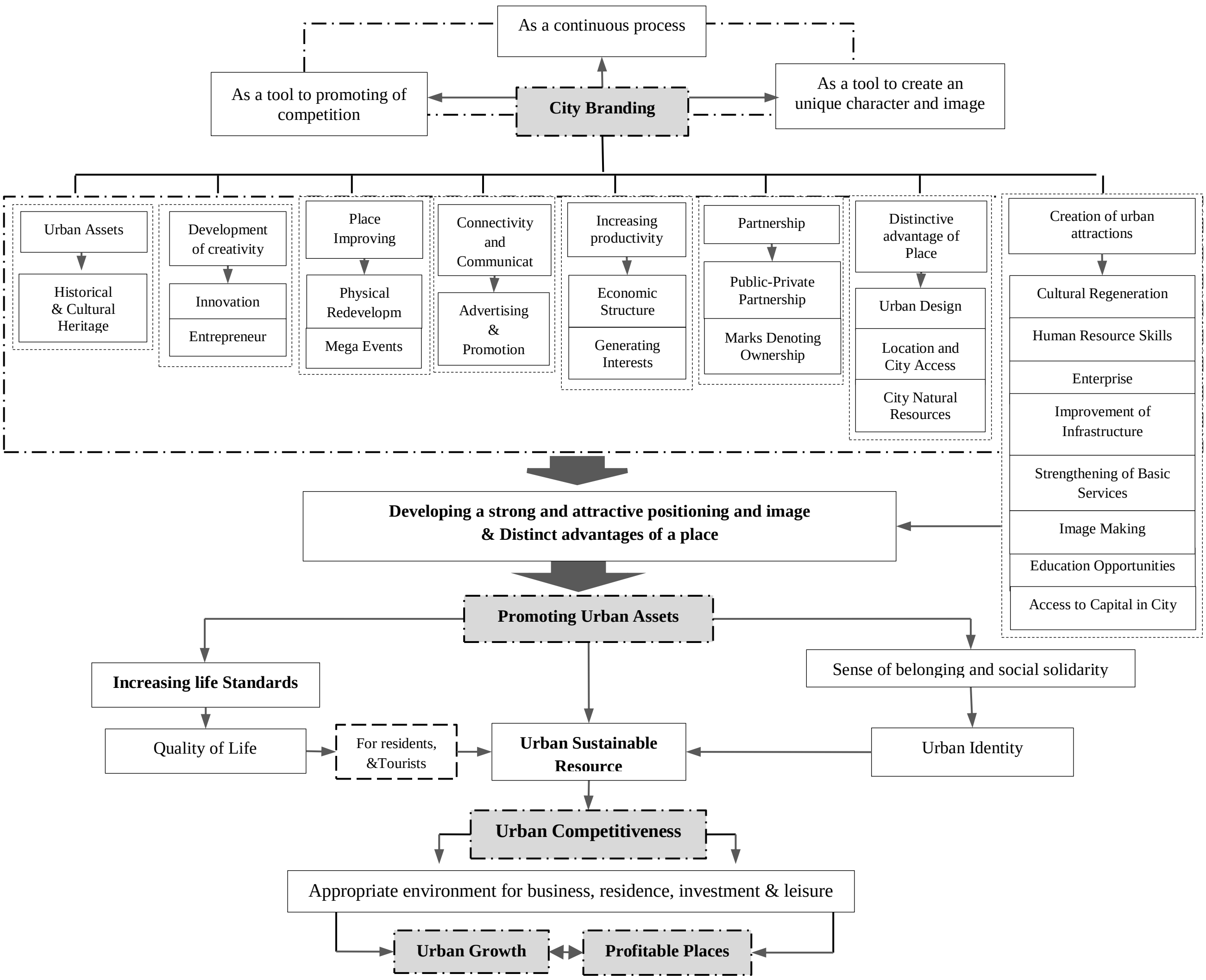

Fig5. The proposed model of city branding in order to promote city competitiveness and economic growth

6- Conclusion and Discussion

As the findings from the review of scientific literature show, in line with the growing globalization of cities, competition between cities around the world is also expanding. On the other hand, it is felt more and more with the growing concern of the experts about the unprecedented uniqueness of cities, the need to re-focus on areas that simultaneously enhance the benefits of urban competition and the independent recognition of cities due to their unique features. The review of theoretical literature reflects this fact that, focusing on the principles of city branding as a continuous tool and process, while creating an independent and unique visage for cities and building a satisfaction in a wide range of stakeholders, can have a significant impact on a wide range from the fields of development and promotion of tourism, improvement of standard and quality of life, improvement of urban identity, facilitating the process of domestic and foreign investment, increasing competitiveness, as well as the development of urban economics; and in case of desirable planning in this competitive arena, it would provide a platform for balancing economic, physical, psychological, social and cultural aspects. In fact, based on the results of theoretical

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analysis, it can be argued that there is a significant and meaningful connection between city branding with competitiveness and city economic growth; and also it can be concluded that city branding as a comprehensive and continuous concept is trying to build on the components such as creating urban attractions, creating distinct advantages for the place, increasing participation, increasing productivity, developing connectivity and communication, improving the location. creativity development and finally the promotion of urban assets, while creating or improving the unique identity and image of the city, as well as balancing the various dimensions of urban life, simultaneously take effective steps towards the promotion of standard and quality of life, and directly Indirectly, have a positive impact on the promotion of competitiveness and the growth of urban economics. It should be noted that all of these results would only be achieved if the city branding will be dealt with as a complete, continuous and integrated process, and steps are taken to improve the awareness of managers, planners and urban designers. Also, according to research findings, it can be concluded that focusing on criteria such as increasing public-private partnerships, strengthening ownership signs, improving the economic structure, generating benefits, promoting and promoting propaganda, preserving the historical and cultural heritage and development Education opportunities, more than other criteria, can add to the magnitude and severity of these effects. Another important point that should be reaffirmed is the simultaneous attention to all aspects of urban life and to avoid focusing solely on the economic dimension; because only in this way that branding can be expected to enhance the overall competitiveness and urban economic growth. To this end and based on the findings of the research, the following suggestions are presented:

- Preparation of cultural regeneration projects in order to take the advantage of urban culture in creating a distinctive mental and objective image of the city;

- Development of knowledge on how to use cultural resources and elements among managers and urban planners to prepare for entry into urban, national and even global competition, and to create unique city attractions by focusing on the culture and development of the tourism industry, cultural tourism special;

- Using of expert and creative skills to use existing job opportunities and create new job opportunities resulting from the branding process, as well as promote entrepreneurship and create job opportunities through investing in creative and cultural industries;

- Establishing and developing companies, in particular knowledge based companies and startups, to develop business and knowledge infrastructure, connecting knowledge to production in order to enhance the competitiveness and growth of the urban economy, and simultaneous attention to firm strengthening. Skills and workshops, development of advanced technology and development industries;

- paying attention to the role of visualization, marking and eventfulness of the place in urban branding and their effects on competitiveness and urban economic growth as well as illustration of the city and attention to semantic authenticity and the mental structure of the place in the direction of creating

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brand and mental maps Residents and visitors;

- Using the opportunity of education and strengthening the educational system in creating brand and scientific-cultural attractions and capital inflows into cities;

- Strengthening the economic structure for the production of urban interests and the failure to rely on the economic structure of the city /country on the income from one or more limited commodities, as well as continuous and constructive relationship with other global economies;

- Establishing a global network to develop links between cities and countries and connecting to other brands as well as organizational and promotional links for the introduction of urban capital, attracting tourists and facilitating investment;

- Paying attention to innovation and creativity in urban design and planning, facilities and facilities, and increased participation among the public, private and voluntary sectors in order to facilitate and further enhance the urban branding process;

- Providing the necessary conditions and designing a desirable environment to attract the creative and entrepreneurial class; because creativity is always attractive and is an important factor in brand creation and urban differentiation;

- Simultaneous focusing on social goals to improve identity and public participation in city branding;

- Empowerment of local communities and adopting local strategies to strengthen social cohesion, improve the sense of pride and belonging to local communities.

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