Armanshahr Architecture & Urban Development, 11(24), 97-108, Autumn 2018
ISSN: 2008-5079
EISSN: 2538-2365

Strategic City Branding; from Theory to Practice

Mehdi Mirmoini[1*] and Abbas Azari[2]

[1] M.A. of Urban Planning, School of Environmental Design & Architecture, Iran University of Science & Technology, Tehran, Iran.

[2] Ph.D. Candidate in Urbanism, Nazar Research Center, Tehran, Iran.

Received 16 July 2018; Revised 16 September 2018; Accepted 26 September 2018

ABSTRACT: Cities are in search for new ways to get promoted. Regarding the fast changes in technology and the shift from local to a globalized environment, cities are forced to compete with each other in order to become an attractive tourist destination, workplace, cultural rich place and much more. City branding has been introduced as a new and creative solution to be adopted by cities to achieve success in this hard competition. Although the promotion of cities dates back to the 19th century, the emergence of concepts such as place marketing, place branding, and city branding is relatively new in the academic language. City branding is not only a promotional activity but also it should be considered as a strategic process. So, city branding should be a vision-driven process in order to be successful. But unfortunately, there is a gap in strategic city branding literature from the practical point of view. This study focuses on filling this gap by reviewing the evolution of city branding from city marketing, identifying the relations between city branding and strategic spatial planning and then examining the lessons learned in the case study of Damavand city near Tehran. Thus, Damavand strategic city branding process is explained step by step in this article, as to create an applicable framework for other Iranian cities like Damavand which have great branding potentials. This strategic process led to identifying Damavand's branding vision as "A Mythical Paradise", and also proposing 42 different city branding plans for Damavand

Keywords: City Branding, Strategic Planning, Damavand City, City Image, City Marketing.

INTRODUCTION

Many theories have attempted to redefine complex urban spaces like "Creative Cities", "Compact Cities" or "Endless Cities" (Landry, 2000; Florida, 2002; Burdett & Sudjic, 2007). These theories are studied as a result of today's globalized, networked world in which every place has economic, social and even physical connections to others. Kavaratzis (2005), argues that the rising competition among cities might be seen as one of the effects of the globalization, which is visible in various forms and activity fields (Kavaratzis, 2005, p. 1). Also as Kotler (2002) stated, in recent years, cities are in search for new ways to get promoted. Due to fast changes in technology and the shift from local to a globalized environment, cities are forced to compete with each other in order to be an attractive tourist destination, workplace, cultural rich place and much more (Kotler & Gertner, 2002). City branding is the creative solution that urban planners adopt for their cities to be successful in this severe competition. The concept of city Branding, previously known as city marketing (see Kavaratzis, 2004), refers to the process of applying product branding practices to cities, targeting city's competitive advantages through city's unique characteristics and identity or city image which is called city brand in marketing literature (Kavaratzis, 2007; Zhang & Zhao, 2009). A place image results from the place's geography, history, art and music, famous citizens, and other features (Kotler & Gertner, 2002 as cited by Lee, 2013, p. 3). City branding is understood as "the means both for achieving competitive advantage in order to increase inward investment and tourism, and also for achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest" (Kavaratzis, 2004, p. 70). Therefore, market fundamentalists and some international organizations, such as the International Monetary Fund (IMF), the World Bank, the World Tourism Organization, and the World Economic Forum, enthusiastically urge cities to

* Corresponding Author Email: p.mirmoini@gmail.com

seek competitive advantages as a means of survival and prosperity (Sheng, 2012, p. 73). Paris is romance, Milan is Style, New York is energy, Washington is power, Tokyo is modernity and Barcelona is culture. These are the brand of the cities that make a positive image and work as a tool that can be used by cities to define themselves and attract positive attention in the midst of an international glut (Prophet Consultancy, 2006).

The entrepreneurs of "City Branding" studies, indicated that it is not only a promotional activity but also that it should be considered as a strategic process (Ashworth & Voogd, 1990, 1994; Kotler et al., 1993, 1999; Berg & Braun, 1999; Warnaby et al., 2005). Many have also concluded that city branding should be considered in strategic spatial planning like Oliveira (2004), since place branding is a strategic spatial planning instrument and vice-versa. But unfortunately, to this date, none of these studies have introduced the framework within which strategic city branding could be prepared for a city. Of course there are many cities which take advantages of branding values but then again the stages of strategic city branding have not been identified. That is why this study focuses on highlighting the relations between "City Branding" and "Strategic Spatial Planning" to determine why city branding should be a strategic process. In the next step, it presents the steps toward the realization of strategic city branding. There have been few studies about Iranian cities branding (Sadeghi Moghaddam et al., 2013; Sinaee, 2013; Moghadam, 2014); so, this article tries to create a framework for strategic city branding for Damavand City according to Iranian planning conditions. This framework could also be used for other Iranian cities that need to develop a strategic city brand.

MATERIALS AND METHODS

The main goals of this research are to determine the importance of strategic city branding in strategic spatial planning and also to develop a framework for Iranian cities for having a proper city brand through strategic planning. With respect to the goals and research questions, first, attempts are made to express the concept of city branding and its relations to strategic planning. For this purpose, documentary studies are conducted to explain the need to take strategic spatial planning into consideration when addressing city branding. Subsequently, Damavand city is studied as a case to practice the lessons learned in literature review and also develop a framework for strategic city branding that other urban planners can follow. Therefore, the capacities and unique characteristics of Damavand city for branding will be specified. This part of the work is carried out through field studies, observation visits, interviews, and the use of various urban development plans to clarify a clear roadmap for strategic city branding. This research at the beginning of the work has more descriptive and less explanatory features in the main concepts of city branding and strategic planning and in fact seeks to clarify the conceptual relationships. Finally, Damavand's branding plans will be presented through strategic planning which puts strategic city branding into practice; the research method in this study is qualitative and quantitative while examining case studies. For collecting data and information, documentary, field and survey studies including interviews, questionnaires and field observations are used. In some parts of the research in which data mining and different outputs were necessary to be obtained different tools were used. In order to analyze the questionnaires and calculate the extent of realization of different branding indices in Damavand, EXCEL software was used and for locational analysis, geographical information system (GIS) was applied.

LITERATURE REVIEW

In this part of the research a literature review is conducted on the "City Branding" theory and its relationship with strategic planning to determine why it is important for cities to develop their brand identity in a strategic procedure. Also this section tries to highlight some branding strategies which will be used further in the case study.

The Evolution of City Branding Strategies

Although the promotion of cities dates back to the 19th century, the emergence of concepts such as place marketing, place branding, and city branding is relatively new in the academic world (Zenker & Beckmann, 2013 as cited in Gomez et al., 2016, p. 1). The concept that identifies the application of marketing to destinations, is called place marketing (Ashworth & Voogd, 1990). City marketing refers to the production and circulation of attractive urban images (or, more precisely, imageries: ideas, stereotypes, mental associations, etc) (Zenker & Erfgen, 2014 as cited in Vanolo, 2015, p. 2). Branding, mainly developed from marketing strategies, is used more and more for city marketing and promotion, similar to products. Kotler even argues, that 'places are products whose identities and values must be designed and marketed' as products (Kotler et al., 1999). According to Ashworth, one of the objectives of city or place branding is to discover or create uniqueness, which makes the city distinguishable from others (Ashworth, 2009, p. 9). As Kavaratzis and Ashworth (2005) inferred, places are

complex entities made up of numerous characteristics: environment, urban design, history, culture, politics, etc. A place brand can synthesize these components into an organized, unified image that signals content and differentiability (Kavaratzis & Ashworth, 2005).

Branding cities has gained popularity among city officials in recent years. This is illustrated by the development and popularity of city brand rankings such as the Anholt-GMI City Brands Index (Anholt, 2006) or the Saffron European City Brand Barometer (Hildreth, 2008). However, in spite of all these efforts there is a gap between theatrical studies and practical studies in this regard which shows the necessity of conducting practical studies in how city branding can be used and what its position is between other spatial plans.

There are also many studies which introduce city branding tools and strategies; for example, Sadeghi Moghaddam et al. (2014), stated that there are generally four city branding methods, graphic design, slogans, architecture and events. There are also different city branding strategies such as: Using historical heritage and attractions (Kotler et al., 1993; Hildreth, 2008), taking advantage of cultural heritage (Tataroglu et al., 2015; Chernatony, 2010; De Noni et al., 2014), flagship development (Smyth, 2005; Prilenska, 2012), art production (Smyth, 2005) and etc. "Slogans and logos may be useful practical instruments in a place branding strategy but they are not the strategy itself" (Kavaratzis & Ashworth, 2005, p. 508). That is why studying the process of city branding from visioning to programming is very important; otherwise, none of the tools and strategies stated above would be useful. Because they have not been used according to the capacities and needs of the city.

From Strategic Planning to City Branding

City branding literature has been locked into a marketing-led approach as it concerns places and has not been successful in conveying a more strategic approach and spatial consciousness to the process of branding places. Research on strategic spatial planning and strategic spatial plan-making seems to avoid the use of the term "place branding". However, concepts such as place promotion, image building and the definition of competitive strategies can be found in both spatial planning literature and practice (Oliveira, 2016). As Kavaratzis (2004) inferred, one of the basic elements of this 'new type of marketing' is the determination of the major action areas that the implementation of a strategic marketing plan should incorporate (Kavaratzis, 2004, p. 60). Also, "cities have a personality of their own and they differ from other cities. However, it is strategic decision to decide which attributes are promoted" (Järvisalo, 2012, p. 90). In confirmation to the statements above, Paschou (2013) indicated that "Every place in order to have successful place marketing must follow a strategic planning which aims to specific target markets" (Paschou, 2013, p. 9). With regard to the links between place branding and spatial planning, Van Assche and Lo (2011) also asserted that 'The synergies are there, and deserve further exploration' and highlighted that a structural linkage between 'Place branding and spatial planning seems necessary and even urgent' (Van Assche & Lo, 2011, p. 124 as cited in Oliveira, 2014, p. 19).

To deliver the benefits of distinctiveness and attractiveness, however, brands must be vision-driven with "Clear direction that people can understand, embrace, and follow passionately" (Mathieu, 2005, p. 13 as cited in Hultman et al., 2016, p. 2). Following Braun's (2008) reasoning, place branding literature over recent years has focused more on long-term vision and strategic approaches (Braun, 2008, as cited in Oliveira, 2014, p. 19). Moreover, Vicari Haddock (2010) suggests that place branding often combines long-term visions, of fostering quality of life and place development, with short-term economic goals (Vicari Haddock, 2010).

To understand brand vision, scholars have developed several brand analysis frameworks. Examples can be seen in Kavaratzis's (2004) city image communication model that tracks the use of a layered communication system to build images that feed into desired city visions (Kavaratzis, 2004). Anholt (2006) uses a brand hexagon framework suggesting that the essence of a city brand lies in its physical attributes, pulse, presence, potential, people, and perquisites (Anholt, 2006). There is also Hildreth's (2008) city brand barometer that provides criteria for measuring city brands' strength (Hildreth, 2008), and finally Chernatony's (2010) brand vision model (Chernatony, 2010). In this research, Anholt's "City Brand Index 1" is adopted because it focuses on people to gather city brand strength as the source of information and also because it is the most popular model worldwide. But the visioning process will be modified for the purpose of this study according to the requirements of Iranian cities.

As city branding and strategic city branding literature is reviewed, the background of this research field is also identified. It can be categorized into five general research types; the first studies as it was stated before were focused on determining the definition of terms such as city marketing, city branding and etc., (see Lucarelli & Berg, 2011; Kavaratzis, 2012; Zenker & Rütter, 2014); then as these notions got popularity among scholars, the relations between city branding, city marketing and

other phenomena like creative cities or cultural urban regeneration were also studied. For example, Vonolo (2008) focuses on the image of the creative city and city branding in Turin city (Vonolo, 2008) or Okano and Samson (2010) study the relations between cultural urban branding and creative cities (Okano & Samson, 2010). Another research type is focused on identifying city branding tools and strategies, like Lee (2013) examining the effects of sport-mega-events on city branding (Lee, 2013). The fourth research type is those that study the branding stories of different cities, for example Moilanen (2015) which compares the challenges of city branding in 10 different European cities (Moilanen, 2015) or Zhao (2015) who states the public- private partnerships in branding Dali city in China (Zhao, 2015). Last but not the least, is the studies conducted on branding visions and the place of city branding in strategic spatial planning. Following the work of Ashworth and Kavaratzis (2010), to strategically conceptualize city branding, Oliveira (2014) tries to identify the place of place branding in strategic spatial planning. Although these studies give good insights about the relations between city branding and strategic spatial planning, none has worked on identifying how this strategic process works, they only state the necessity of taking strategic process into consideration in branding cities. The difference between this study and the previously conducted ones is that this paper tries to state the steps in defining a strategic city brand for a city in a simplified manner.

In the next section the strategic branding process of Damavand will be presented step by step. Although there are many studies focused on strategic planning and urban planners know about this process, strategic branding will be different in some parts from normal strategic plans. It is hoped that this article introduces a framework for such plans in Iran.

DAMAVAND STRATEGIC CITY BRANDING

After defining what city branding is about and how it evolved in the past years, the relations between city branding and strategic spatial planning were identified which shows the necessity of conducting a case study. Also, some strategies and tools of branding cities were mentioned which are going to be used in this part of the article. In this section, the process of strategic branding of Damavand city will be explained as to create a unique framework for such studies in other Iranian cities. That is why the process will be examined only briefly with some applied examples for researchers to fully understand the concept. The reason for selection of this case study is its unique characteristics and branding opportunities which makes it a good example for practicing strategic city branding.

Damavand's Strategic Branding Process

The strategic city branding process can be categorized in 4 different individual categories which must be carried out step by step. These categories are: 1- Assessment. 2- Visioning. 3- Goals, Strategies, Policies. 4- Action Plans. The visioning phase is the most important one as it was inferred from literature review and needs accurate methods of study. To have a proper and accurate vision, the cities opportunities and constraints which could influence branding must be assessed first. This part is carried out using documentation study and field research. Thereafter, the brand vision statement must be identified, that is why a SWOT analysis based on the assessment phase should be prepared. Also the branding strength of the city should be calculated based on city brand index. Last but not the least, added values and unique characteristics of Damavand which were identified in the assessment phase should be prioritized. The third phase is about identifying goals from the brand vision, preparing SWOT analysis based on each goal and identifying strategies and policies. In the last phase which is action plans, branding plans will be specified in two categories, marketing programs and spatial plans, in the end the action plans will be defined with detailed information about each plan.

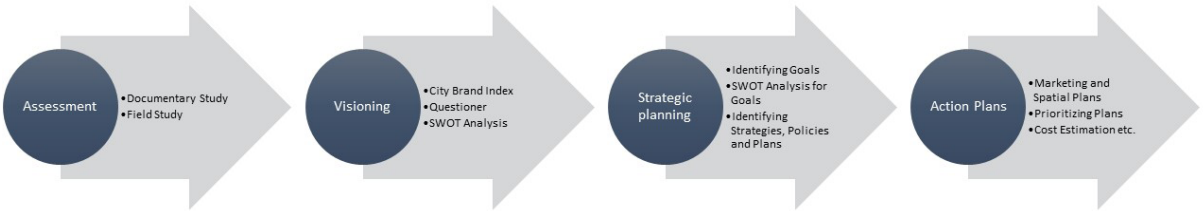

Fig. 1. Strategic Branding Process Chart

Assessment

Damavand city is limited to the counties of Qa'im Shahr, Babol and Amol from north, from south to Garmsar County, from southwest to Varamin, from east to Semnan County and from west to Shemiranat County. The famous peak of Damavand, which is the name of this city, is near this city and gives this city a unique quality even worldwide. The center of the central part of Damavand County is Damavand city with an area of about 2,066 square kilometers as a part of Tehran province in Iran. The approximate distance of this city with Tehran city is 70 km and is located on the main road of Tehran-Firoozkooh-Mazandaran. This city is actually the host for many Tehranians, some of whom have villas there, and travel there in the weekends and other holidays. This is both a great opportunity and threat for the city. City branding can help this city make a benefit out of this situation and attract investments and economic development.

Environmental, physical, economical, historical, cultural and tourism-related aspects of the city is studied with documentation overview and field studies in this section. This leads to identifying Damavand's Added values and unique characteristics which will be used in the visioning phase. These unique characteristics are:

• A historical city with a considerable amount of ancient monuments: Damavand is one of the oldest and first mythical cities in Iran's narrative history, and as specifically mentioned in this research, this unique feature of the city can be exploited in its branding.

• A mythical city in Persian literature: Damavand is one of the few areas that are named after the mythological and folkloric culture of the people of this border, embodying freedom and the plight of oppression and grief of Zahaky by the most popular man of this land, namely, Kaveh the Blacksmith. Damavand is the place where Iranian hero Arash did all he could to save lives from the Turanians, and threw an arrow to the other side of mount Damavand to expand the Iranian lands.

• Mount Damavand as a natural and unique element: As it was mentioned before, Mount Damavand is one of the unique natural features of Damavand city, both in terms of its visions and landscape, whether it is capable of performing winter sports and mountain climbing or in terms of its history and the name of it in the mythological literature of ancient Iran. Therefore, paying special attention to this element is necessary to defining the brand of Damavand.

• Special products such as honey, walnut, apple and handicraft industries: Due to the special mountainous weather, plant species and soil types, there are some special products such as honey, walnut, apple, etc., as well as local industries and handicrafts in Damavand. These items are also very effective at naming the city of Damavand and need attention. Especially products such as apple and honey are unique in terms of quality and taste, and this city has a high capacity in their production.

• Very good weather and climate: The climate of the city of Damavand is very suitable, so each year, many tourists are taken to this city purely because of its clean air.

• Having special natural tourism elements: Damavand has special natural tourism elements such as rivers, mountains of Alborz, lakes, waterfalls, caves and etc. which will have a great impact on attracting tourists to this city.

• Special and beautiful view corridors: 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 the Paradise Corridor, which is very famous in the city and visited by tourists every year.

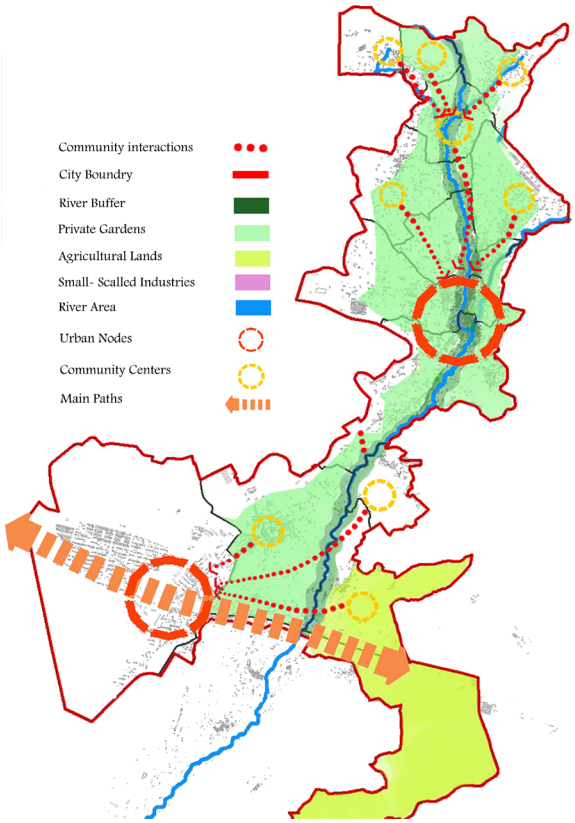

Fig.2. Spatial Organization of Damavand (Mirmoini et al., 2016)

Visioning

Visioning is the most important phase in strategic branding because it is essential to assess the current brand trends and speculate future visions based on branding goals and unique characteristics of the city. So as stated before, first a SWOT analysis is conducted on the branding assessment of the city (see Table 1 for just a sample of this matrix). Branding strengths and prioritization of the unique characteristics were assessed with a questioner. For this reason, interviews was conducted. Damavand's population was 125,480 in the year 2016 according to the statistics organization; as a result based on Cochran Formula, with error rate of 10%, the questionnaire count should be 96. 112 questionnaires were filled online and 96 were filled on the field. The questionnaires were filled by residents, tourists and actors in the city (municipality, mayor, etc.); for calculating the branding strength of Damavand some questions were asked from the participants for each of the 6 criterion of city brand index (the questions are based on Simon Anholt's City Branding Index (2008) but they are modified according to Damavand's needs). Table 2 illustrates the city brand strength according to city brand index.

Table 1. An Assessment SWOT Sample

Topics	Strengths	Weaknesses	Opportunities	Threats
Environmental	S1…	W1…	O1…	T1…
Historical	S2…	W2…	O2…	T2…
Cultural	S3…	W3…	O3…	T3…
Tourism	S4…	W4…	O4…	T4…

Table 2. City Brand Index Score for Damavand

Criteria	Score from (5)	Score from (100)
Presence	2.5	50
Place	3.8	76
Prerequisites	2.8	56
People	3.7	74
Pulse	3.4	68
Potentials	2.9	58

This table shows city branding strengths and weaknesses and is used for visioning and planning. As it is clear from the table, Damavand officials need to work on presence, prerequisites and potentials of the city more. Then questions were asked from the participants for prioritizing the key values and unique characteristics of the city. The results are illustrated in figures below. As it was stated before, and scholars like Simon Anholt have asserted, the people of the city are important in determining the current and future brand identity; so they should be recognized in the visioning, planning and implementation process. If people do not participate in branding and do not accept the brand vision and identity of their city all the attempts to create a proper brand would fail.

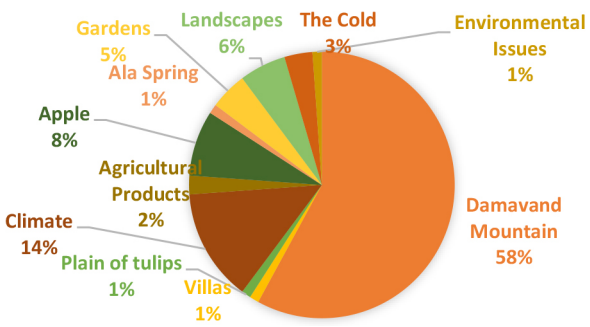

Fig. 3. The First Image that Comes to Mind for Damavand City

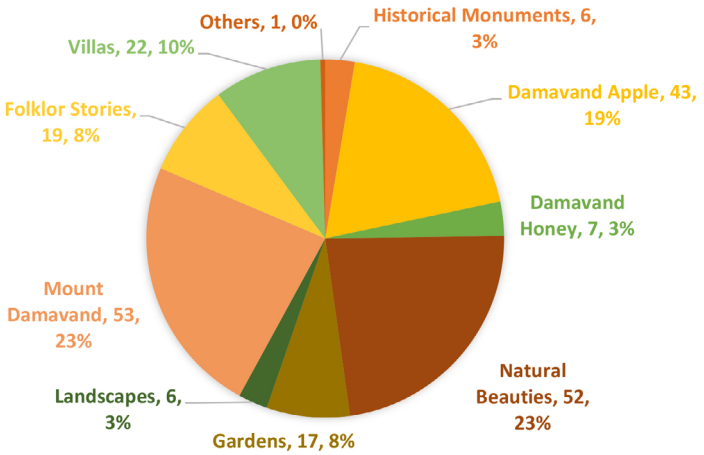

Fig. 4. Things that Reminds People of Damavand City

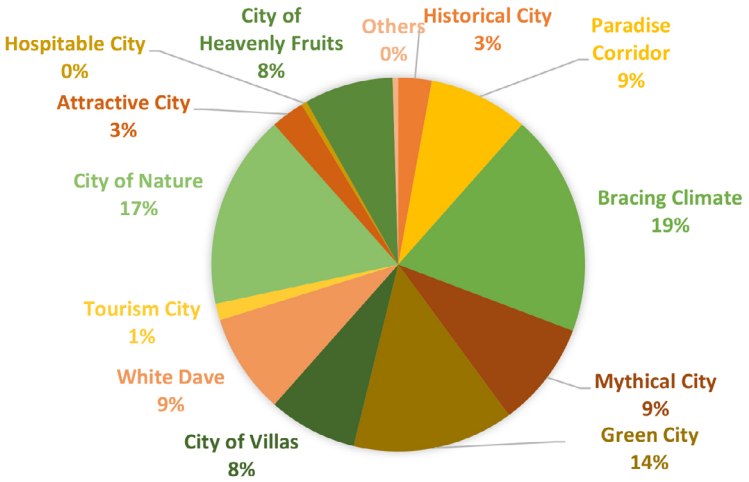

Fig. 5. The Slogans that can be Attributed to the City

As it is clear from Figs. 4 and 5, Damavand Mountain and its natural and historical heritage is of most relevance to the city and they are the first things that come to mind as an image for Damavand. As a result, the vision statement of Damavand is as follows:

"Damavand will be a city within the next twenty years with a clean and pleasant climate with gardens of abundant paradise trees in which streams flow in their hearts. The inhabitants will be living in an environment that balances their habitation in nature and the local economy. Due to the advent of foreign investments and a rise in tourist attraction as well as the increase in number of investors who buy agricultural products and handicrafts, the city is in a good position so that the residents of the old and worn out buildings of the city can also refurbish and renovate their homes. Now because of the reputation of Damavand Mountain, heavenly fruits and a mythical history, people of the country and even all around the world know about the city potentials and beauties, so tourists are willing to travel to Damavand to spend their time in this mythical paradise. The people of the city are also welcoming these tourists and tourists do not harm the natural environment"

As it is inferred from the vision statement the best slogan for marketing Damavand city would be "Damavand, the Mythical Paradise", because it includes both its historical and natural heritage.

Strategic Planning

In this phase, the goals should be identified first based on the visioning and assessment of SWOT. Damavand Branding goals are as follows:

- Conservation and revival of natural heritage and city gardens

- Development of tourism and empowerment of residents

- Protection and revival of the mythical history of the city

In the next stage, other SWOT analysis were conducted based on each goals; strategies and policies were also defined for each goal (see Tables 3 and 4). After the policies are defined, marketing programs and spatial plans will be extracted from each one of the policies. In this phase, 42 plans were identified in general (see appendix 1 for the plans). These plans should also be prioritized and action plans should be written accordingly (in an action plan the priority, duration, initial costs, the moderator and contractor of the projects are identified). Some of the most important plans are: Conducting festivals on the subject of Damavand, a mythical paradise; Paying special attention to improving the quality of the unique agricultural products of Damavand city such as apples and honey; Construction of "Ferdows Damavand" Health Complex with therapeutic, sanitary, residential, recreational, spa and other centers; as well as injecting new activities to enhance the performance and dynamism of historic sites. Fig. 6 shows some of the tools that can contribute to the strategic branding process.

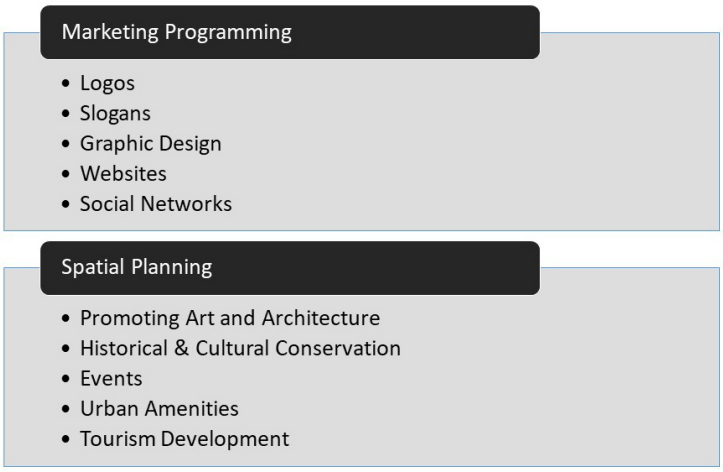

Fig. 6. Branding Tools

Table 3. Strategies SWOT Matrix for the Goal1 Based on Assessment SWOT; A Sample

Internal & External Factors		**Strengths (S)**	**Weaknesses (W)**
		S1 S2 …	W1 W2 ….
Opportunities (O)	O1 O2 …	Offensive strategies (OS)	Competitive Strategies (CS)
Threats (T)	T1 T2 …	Adaptive Strategies (AS)	Defensive Strategies (DS)

Table 4. From strategies to plans; A sample

Strategies	**Policies**	**Plans**
OS1	P1	Pl1
CS1	P2	Pl2
AS1	P3	Pl3
DS1	P4	Pl4

Also slogans and logos should be designed for marketing initiatives too. Figure below shows the graphical designs for branding Damavand.

Fig. 7. Damavand's Branding Logo

Fig. 8. The Slogan and Visual Identity for Damavand Brand

CONCLUSION

As branding cities has gained great importance in complex global cities, more and more urban planners and designers study the concepts of city marketing, place branding or city branding to attract investments, tourists and new inhabitants to their cities or just to increase the character of place, place identity and genius loci[2] in urban space. Also, there have been many attempts to understand how city branding could work as a creative solution for urban regeneration, conservation of historical and cultural heritage and social issues in the present situation. However, there seems to be a gap between theoretical and practical city branding studies especially strategic city branding by which, as many theorists have concluded, a city can be branded properly. That is why this research has focused on strategic city branding in practical and theoretical terms. First, the evolution of branding literature from city marketing to city branding was examined, and the relations between city branding and strategic spatial planning were identified in literature review afterwards. This procedure prepared a theoretical framework to put the findings into practice. Damavand strategic city branding was developed step by step and the process was introduced accordingly. It is hoped that this article sheds light upon practical strategic city branding studies for other Iranian cities like Damavand, with great branding potentials. Although, the strategic city branding process is covered in this article, more accurate future studies are required to identify the position of city branding in Iranian cities' spatial planning, especially the city development strategy, and also to cover the participatory aspects of city branding which includes citizens' decisions and contributions throughout all the levels of strategic branding process.

ENDNOTES

1. The Presence: making an important contribution to the world in culture, science, or in the way cities are governed, during the last 30 years. The Pulse: The appeal of a vibrant urban lifestyle. The Place: people's perceptions about the physical aspect of each city. The Potentials: economic and educational opportunities. The People: Friendly inhabitants. The Prerequisites: basic qualities of the city

2. Latin for Spirit of Place

APPENDIX 1

Table 5. Damavand Strategic Branding Plans

Plans	Plans
Establishment of Agricultural Research Center in Damavand Azad University and providing experiences to farmers by holding workshops	Creation of special financial facilities for farmers
Establishment of a weekly market for selling agricultural products in the city	Establishment of food packaging industries in the city and the use of the city's population as an active force in it
The construction of silos and cold stores for the storage of agricultural products	Special attention to improve the quality of the unique agricultural products of Damavand city such as apples and honey.
Creating a logo, slogan for the extensive promotion of apple brand and Damavand honey	Hold the Damavand Apple Festival in one week when collecting products
Provide special mechanization facilities for farmers	Conducting special conferences in the city, in which the importance of protecting the natural heritage of the city is addressed
Establishment of rules to prevent the use of gardens and agricultural lands	Concentration on criteria for construction of a building in a maximum of 10% of the arena
More monitoring of building police over violations	Construction of "Ferdows Damavand" Health Complex with therapeutic, sanitary, residential, recreational, spa and ...
Conducting Medical Conferences at Damavand University	Considering planning and landscape planning for city streams
Improving the access to natural tourism sites such as pavement access to the waterfall and springs	constructing an Eco Hotel in the City
Creating natural vision corridors in the city	Construction of a Minimum of 4 star hotels in the city
Building at least two high quality restaurants in the city	Improving urban transport system
Better information on tourist sites	Establishing a connection between historic sites and the city's main roads
Injecting new activities to enhance the performance and dynamism of historic sites	Restoration of historical monuments
Granting privileges to protect gardens	Construction of new projects in the brown fields of the city
Holding workshops to teach how to deal with tourists	Conducting Poetry and Shahnameh Festivals
Designing public spaces with the aim of creating a mythical mental image through special urban design and public arts	Building Arash Kamangir's Statue at the entrance of the city
Conducting festivals on the subject of Damavand, a mythical paradise	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

REFERENCES

Anholt, S. (2006). *How the World Views Its Cities.* The Anholt City Brands Index, 2nd Edition.

Ashworth, G., & Voogd, H. (1990). *Selling the City: Marketing Approaches in Public Sector Urban Planning.* London: Belhaven Press.

Ashworth, G., & Voogd, H. (1994). *Marketing and Place Promotion.* In: J. Gold and S. Ward (Eds.) Place Promotion, the Use of Publicity and Marketing to Sell Towns and Regions. Chi Chester, UK: John Wiley.

Ashworth, G.J. (2009). The Instruments of Place Branding: How Is It Done? *European Spatial Research and Policy,* 16(1), 9-22.

Berg, L.van Den., & Braun, E. (1999). Urban Competitiveness, Marketing and the Need for Organizing Capacity. *Urban Studies,* 36(5–6), 987–999.

Braun, E. (2008). *City Marketing: Towards an Integrated Approach.* ERIM Ph.D. Series Research in Management. Erasmus Research Institute of Management. Retrieved from http://hdl.handle.net/1765/13694, accessed February 2018.

Burdett, R., & Sudjic, D. (2007). *The Endless City: The Urban Age Project by London School of Economics and Deutsche Bank's Alfled Herrhausen Society.* Phaidon, London.

Chernatony, L.D. (2010). *From Brand Vision to Brand Evaluation; The Strategic Process of Growing and Strengthening Brands.* Elsevier Publication, Third edition.

De Noni, I., Orsi, L., & Zanderighi, L. (2014). Attributes of Milan Influencing City Brand Attractiveness. *Journal of Destination Marketing & Management,* 3(4), 218-226, Elsevier Publications.

Florida, R. (2002). *The Rise of the Creative Class: and How It's Transforming Work, Leisure, Community and Everyday Life.* Basic Books, NY.

Gómeza, M., Fernándeza, A.C., Molinaa, A., & Arand, E. (2018). City Branding in European Capitals: An Analysis from the Visitor Perspective. *Journal of Destination Marketing & Management,* 7, 190- 201.

Hildreth, J. (2008). *The European City Brand Barometer – Revealing which Cities Get the Brands they Deserve.* Saffron Brand Consultants.

Hultman, M., Yeboah-Banin, A.A., & Formaniuk, L. (2016). Demand- and Supply-side Perspectives of City Branding: A Qualitative Investigation. *Journal of Business Research,* 69(11), 5153-5157.

Javisalo, S. (2012). *How to Build Successful City Brands?.* Case Munich, Berlin & Hamburg, Thesis for Degree of Hotel and Restaurants Management, University of Applied Science, HAAGA-HELIA.

Kavaratzis, M. (2004). From City Marketing to City Branding: Towards a Theoretical Framework for Developing City Brands. *Place Branding,* 1(1), 58–73.

Kavaratzis, M. (2005). *Branding the City through Culture and Entertainment.* AESOP 05, Vienna, 2005.

Kavaratzis, M. (2007). City Marketing: The Past, the Present and Some Unresolved Issues. *Geography Compass,* 1(3), 695–712.

Kavaratzis, M. (2012). From 'Necessary Evil' to Necessity: Stakeholders' Involvement in Place Branding. *Journal of Place Management and Development,* 5(1), 7–19.

Kavaratzis, M., & Ashworth, G. (eds.) (2010). *Place Branding: where do We Stand? In: Towards Effective Place Brand Management-branding European Cities and Regions.* Cheltenham, UK: Edward Elgar Publishing.

Kavaratzis, M., & Ashworth, G.J. (2005). City Branding: An Effective Assertion of Identity or a Transitory Marketing Trick?. *Tijdschrift Voor Economische En Sociale Geografie,* 96(5), 506–514.

Kotler, P., & Gertner, D. (2002). Country as a Brand, Products and Beyond: A Place Marketing and Brand Management Perspective. *Journal of Brand Management,* 9(4), 249–261.

Kotler, P., Asplund, C., Rein, I., & Haider, D. (1999). *Marketing Places Europe: Attracting Investments, Industries and Visitors to European Cities, Communities, Regions and Nations.* London: Pearson Education.

Kotler, P., Haider, D., & Rein, I. (1993). *Marketing Places: Attracting Investment, Industry, and Tourism to Cities, States and Nations.* New York: The Free Press.

Landry, C. (2000). *The Creative City: A Toolkit for Urban Innovators*. Comedia, London.

Lee, C.J. (2013). *Effects of Sport Mega-events on City Brand Awareness and Image.* Using the 2009 World Games in Kaohsiung as an Example, Quality & Quantity, Springer Publications.

Lucarelli, A., & Berg, P. (2011). City Branding: A State-of-the Art Review of the Research Domain. *Journal of Place Management and Development,* 4(1), 9–27.

Mathieu, C. (2005). The Brand as Leader. *Marketing Magazine,* 110(2), 13-14.

Mirmoini, M., Mohammadi, SH., Aleyasin, H., Farazmand, R., & Mallaki, T. (2016). *Damavand Strategic Planning.* In R., Kheyroddin, (Ed.), Comparative Study of Spatial Evolution in Eastern Settlements of Tehran and Paris Metropolitan Area, IUST, Tehran, Iran, Paydar Publications.

Moghadam, F. (2014). Brand and Urban Economics. *Quarterly Journal of Economic and Social Research,* 26.

Moilanen, T. (2015). Challenges of City Branding: A Comparative Study of 10 European Cities. *Place Branding and Public Diplomacy,* 11(3), 216-225.

Okano, H., & Samson, D. (2010). Cultural Urban Branding and Creative Cities: A Theatrical Framework for Promoting Creativity in the Public Spaces.

Oliveira, E. (2014). Place Branding as a Strategic Spatial Planning Instrument. *Place Branding and Public Diplomacy,* 11(1), 18-33.

Oliveira, E. (2016). Place Branding in Strategic Spatial Planning: An Analysis at the Regional Scale with Special Reference to Northern Portugal [Groningen]: University of Groningen.

Paschou, E. (2013). *City Branding of Stockholm*. Master Thesis in European Regional Development Studies, Department of Planning and Regional Development, School of Engineering, University of Thessaly.

Prilenska, V. (2012). City Branding as a Tool for Urban Regeneration: Towards a Theoretical Framework. *Architecture and Urban Planning*, 6, 12-16.

Prophet Consultancy. (2006). *CEOs for Cities.* Branding Your City, a Guidebook for City Leaders.

Sadeghi Moghaddam, M.R., Assadollahzadeh, T., Mirmoini, M., & Azimi, S. (2013). Examining the City Brand Theory and Presenting Some Solutions for Implementing of It in Iran. *Civil Engineering and Architecture,* 1(4), 120-124.

Sadeghi Moghaddam, M.R., Assadollahzadeh, T., Mirmoini, M., & Azimi, S. (2014). Examining the Role of City Brand in Introducing Iranian Cities to the World. *Universal Journal of Management,* 2(2), 92-99.

Sheng, L. (2012). Rethinking the Impacts of Foreign Investors on Urban Development: The City of Macao.*The Annals of Regional Science,* 49(1), 73-86.

Sinaee, S.A. (2013). City Branding an Economic Catalyst for Metropolitans. *Quarterly Journal of Economic Research and Analysis,* 26.

Smyth, H. (2005). *Marketing the City; The Role of Flagship Developments in Urban Regeneration.* Taylor & Francis E-library.

Tataroglu, N., Karatas, A., & Erboy, N. (2015). An Evaluation on the Process of Being a Brand City of Muğla, Procedia. *Social and Behavioral Sciences,* 210, 114 – 125.

Van Assche, K., & Lo, M. (2011). Planning, Preservation and Place Branding: A Tale of Sharing Assets and Narratives. *Place Branding and Public Diplomacy,* 7(2), 116–126.

Vanob, A. (2015). The Image of the Creative City, Eight Years Later: Turin, Urban Branding and the Economic Crisis Taboo, *Cities*, 46, 1-7.

Vicari Haddock, S. (ed.) (2010). *Branding the Creative City. In: Brand-Building: The Creative City.* Florence: Firenze University Press.

Vonolo, A. (2008). The Image of the Creative City: Some Reflections on Urban Branding in Turin, *Cities*, 25, 370- 382.

Warnaby, G., Bennison, D., & Davies, J.B. (2005). Marketing Town Centers: Retailing and Town Center Management. *Local Economy,* 20(2), 183–204.

Zenker, S., & Beckmann, S.C. (2013). Measuring Brand Image Effects of Flagship Projects for Place Brands: The Case of Hamburg. *Journal of Brand Management,* 20(8), 642–655.

Zenker, S., & Erfgen, S.Z.C. (2014). Let Them Do the Work: A Participatory Place Branding Approach. *Journal of Place Management and Development,* 7(3), 225–234.

Zenker, S., & Rütter, N. (2014). Is Satisfaction the Key? The Role of Citizen Satisfaction, Place Attachment and Place Brand Attitude on Positive Citizenship Behavior. *Cities*, 38, 11–17.

Zhang, L., & Zhao, S. (2009). City Branding and the Olympic Effect: A Case Study of Beijing. *Cities*, 26(5), 245–254.

Zhao, Y. (2015). 'China's Leading Historical and Cultural City: Branding Dali City through Public-private Partnership in Bai Architecture Revitalization, *Cities*, 49, 106- 112.