Explaining the Effective Factors in the Shiraz City Urban Branding in Order to Determine the Urban Management Strategy

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Abstract: Today, creation and maintenance of city brand is one of the main points considered by the urban managers and it is an issue that being successful in it can bring welfare, prosperity and happiness of the citizens as well as keeping the cities alive. The first step towards creating an city brand is to recognize the factors that are effective and play a role in creating an city brand for each place. Therefore, the purpose of this research is to review the effective key factors in the creation of city brand of the city Shiraz. In order to analyze the research data, statistical techniques of structural equations modeling have been used including a combination of path diagram and confirmatory factor analysis. The findings of this research show that the variables forming the model for creating the city brand of the city Shiraz, in order of preference and rank, include: historical, religious and cultural heritage, tourism attractions, transportation and communications infrastructures, service range, environment, valid educational centers, international status, urban culture, social problems and the last priority is the business opportunities.

Key words: Value of city branding, urban marketing, city brand, urban identity, international status

INTRODUCTION

The competition between the cities for showing themselves as the best choice for prospective tourists, investors, business men, university students and talented people is daily intensified and they focus on how to precede others in this competition. In the recent years, brand has become one of the hottest subjects of marketing. Marketing seeks to recognize the needs and meets them in profitable ways so that it would be able to meet the needs of the customers of the organization and also for the financial sources to enter the organization and for the organization to survive. Cities' marketing also uses the same ideas, concepts and marketing tools. The word urban marketing is a concept similar to the place marketing or spatial situation and presentation of a situation of a location and some other words are equal or similar to this word. Urban marketing is balance between supplying urban services and residents', tourism companies and other visitors' demanding them and its process include designing an environment for satisfying the needs of the target markets. This is done when citizens, business men and also expectations of visitors and investors are satisfied. After the year 2000, the concept of urban

marketing turned into creation of brand for the city. Brand is a rich source of emotional, cognitive and effective connections which leads to the memorable experiences of a place, city or a business name or logo. By creating brand for a city, the status of the city as a place for residency, business or tourism target is reinforced. Creating brand for a city is the second or the next step in the process of urban marketing after reviewing the current image of the city, or it can be said that the ultimate purpose of urban marketing is to create a brand or face for the city.

A brief overview of the relevant theoretical principles: The word brand in English means to mark with a trademark. In the past, in order to distinguish the cattle and to specify whose cattle is it, they branded their animals and the word brand was created then and it in fact means distinguishing one animal from another and this work has been developed and now it is one of the strongest concepts of the world's business (Shafaghi, 2012). American Marketing Association (AMA) introduces "brand" as a name, word, term, symbol, mark, sign, design or a combination of these which specifically introduces the goods and products of a producer or a group of producers, sellers which distinguishes those

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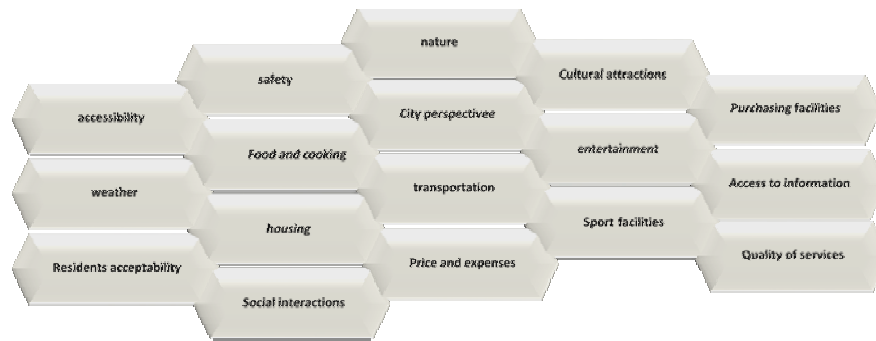Iran

Fig. 1: Items forming the image (Rahimian, 2012)

goods and services from goods or products of producers, sellers or other competitors. According to the definition of the business dictionary, brand is "design, sign, symbol or a combination of these which is used for creating an image which distinguishes that product from the products of the competitors. Over time, this image is linked with a level of validity, quality, and satisfaction in customers' mind. Therefore, brands help customers who are in a hurry in complex and populated markets through creating profit and value".

Concept of city brand: "City brand" is a complex combination of mental images and perceptions of the audiences regarding a city and its citizens, living space, business space and its tourism attractions (Mozafari, 2012). In the definitions of marketing, brand and branding are not the same. According to the definition of the marketing dictionary, branding includes all of the stages involved in creating a unique name (brand) and maintaining it (Stigel and Frimann, 2006). In other words, "city branding" is a comprehensive and long-term strategy which includes a set of city's economical development strategy along with City Development Strategy (CDS) and strategies, processes and consistent and integrated activities are formed and ultimately lead to the improvement of validity and reputation of the city among other cities and increase of the competitive abilities and improvement of the lives of citizens (Mozafari, 2012). City branding is a new field which has been created with the intersection of some fields (marketing, general politics, diplomacy, tourism, economical development, international relations). Therefore, if there is confusion about the exact definition of city branding we must not be surprised (Cozmiuc, 2011). Experts of the area of branding such as Simon Anholt and Kate Dainy believe that branding a place is a way more difficult than branding a goods or product. Anholt (2006) says branding a place "shall be able to respond to the hardest philosophical questions that a

person might encounter: nature of understanding and reality, relationship between objects and the method of presenting them, the phenomenon of collective psychology, secrets of national identity, leadership, culture and national cultural cohesion and many other things".

Components of city brand: Figure 1 shows generally, components of city brand include three parts: identity, image and situation. There is a close relationship between city brand and city identity and brand focuses on the strengths of the city. Elements that form a city, such as symbolic, physical, economical and visual elements and also aspects that distinguish a city from other cities, determine the main core of the city brand strategy and the condition of the brand (Dacline, 2010). According to the study of Rahimian (2012) the items building the city image can be summarized in Fig. 1.

Historical development of city marketing: Marketing of urban places is traced back at least to the 19th centuries, but cities' tendency to branding has not been around for >3 decades. City marketing was created in the year 1981 in a study in the city Apeldoorn which means that city marketing has Dutch roots. Currently, regional marketing has also turned into city marketing because in most cases cities or the region that have surrounded them are considered. Of course, now city marketing has been generally accepted. In city marketing, the focus is on the promotional aspects of marketing and the emphasis is on the promotion of a place. Marketing of the destinations used in tourism expresses the geographical element in the city marketing in the best way (Braun, 2008). The first attempts only concentrated on the improvement of the place. The substrate that leads to the creation of marketing for the city managers in the early 1990s was entrepreneurial tendencies in governing a city. According to Griffiths, the school of entrepreneurship was mentioned

as a city sovereignty style in cities' reaction to the collapse of the "individualist" democratic social system and activities such as risk taking, innovation and creativity, advertisement and creation of financial incentive which were recognized in the business domain at times have also influenced local sovereignty. Using marketing is the natural consequence of entrepreneurial sovereignty. This experience, along with the development of the marketing field which leads to the emergence of social and nonprofit marketing, provided the substrate for the theory of place marketing to be presented. Briefly, it can be said that what has happened in urban policy making is that urban policy is not directed by the government and the city's affairs but in an entrepreneurial approach, the cities are managed like businesses and activities such as risk taking, innovation and creativity, advertisement and creation of financial incentive which were recognized in the business domain at times have also influenced local sovereignty. Using marketingis the natural consequence of entrepreneurial sovereignty. This experience, along with the development of the marketing field which leads to the emergence of social and nonprofit marketing, provided the substrate for the theory of place marketing to be presented.

In a research, Zenker and Rutter (2014) reviewed the role of the impact satisfaction of the citizens, attachment to the location and brand on citizenship behaviors by using 765 German participants. The results of their research were indicative of a significant relationship between the impact of citizens' satisfaction, attachment to location and brand on the citizenship behavior. Braun *et al.* (2013), in a research, reviewed city brand by using three effective roles of residents (residents as an inseparable part of brand through its features and behavior, residents as brand ambassadors and residents as citizens ad voters who are crucial for political legitimacy of the brand place). Their research results were indicative of the significance of the three mentioned roles regarding city brand. Merrilees *et al.* (2012) in a research reviewed various beneficiaries (Australian managers and residents) and different meanings for and interpretation of brand. The results of their research showed that each group of beneficiaries use various filters for their interpretation of the brand of their city. Qian (2010) in a research analyzes the factors that affect city brand. The results of this research showed that in the process of executing the city brand strategy. City managers shall seek to use scientific theories, understand key elements such as recognizing city brand, configuration, orientation, creation of a relationship between the factors, factors' audit, cooperation between the organizations as well as

paying attention to cultural issues, promotion of the quality of the environment and using city's capacity, logical development of the sources of the city and improvement and development of quality of urban life which have been recommended in the ISE model. Saffron Consultants in a research called city brand manometer reviewed the ranking of the largest European cities based on comparing their features and attractions with the power of their brand. The results of their research showed that among the 72 studied citis in this ranking, Paris is the first in the city brand of Europe and after Paris, it is London, Barcelona, Berlin and Amsterdam. This research also shows that the capital of France is the richest city of Europe in terms of features and attractions of the cities and after Paris there is London, Munich, Barcelona and Amsterdam and the city Bradford in England has the lowest rank both in terms of features and attractions and also in terms of city brand (in both categories). Kharazmi and colleagues in a research called evaluation of the city Mashhad based on architectural, cultural and social aspects and transportation, evaluated the image of the city Mashhad based on architectural, cultural, social and transportation dimensions. The research results show that the image of the city in the four mentioned dimensions is not too close to the desirable level and ultimately, some strategies have been recommended for improving the current situation. Monavarian designed the branding process model for large cities of Iran.

The research findings show that the definition of the status of city management in the country's planning system, land use in order to determine the division of city tasks, change the attitude towards the brand, reducing rents and increasing the competitive space and scientific, study and executive capacity of the cities are the causal fields of branding. Gholipoor and coauthors reviewed the key factors that are effective in the formation of the image of the city in the respect of effective city branding among the citizens of the city Tehran. The results of their research show that the priority of the components of the formation model of the internal image of the city Tehran is respectively assigned t the economy and business dimension, service range, international status of the city, transportation, communications and traffic infrastructures, social problems, preservation of monuments, environment, architectural and urban attractions, citizens' self-awareness, culture and then university and education.

Sarapardeh (2010) reviewed the mental image of the residents of the city Tehran in relation with the brand of this city. The results of his research showed that the basic features, city attractions, self-perception of the citizens and business culture which affect the mental image of the brand and therefore, satisfaction and pride of the citizens.

Purpose and benefits of city branding: The purpose of the difficult strategy of city branding is to create an identity for the city which is developed in the light of the conceptual variables such as history, anthropology, economy, politics and policies. Baker (2007) founder and CEO of Jame Maghsad marketing company, expresses 18 advantages of city brand strategy in three categories: local society advantages, city marketers and foreign customers.

Research hypotheses: Given the purpose of this research, the following hypotheses will be designed and tested:

- H_1: Social problems have a significant impact on the creation of the city brand of Shiraz
- H_2: Historical, cultural and religious heritage has a significant impact on the creation of the city brand of Shiraz
- H_3: Environment has a significant impact on the creation of the city brand of Shiraz
- H_4: Opportunities for business have a significant impact on the creation of the city brand of Shiraz
- H_5: tourism attractions have a significant impact on the creation of the city brand of Shiraz
- H_6: Urban culture has a significant impact on the creation of the city brand of Shiraz
- H_7: Range of service has a significant impact on the creation of the city brand of Shiraz
- H_8: International status has a significant impact on the creation of the city brand of Shiraz
- H_9: Transportation and communications infrastructures have a significant impact on the creation of the city brand of Shiraz
- H_{10}: Valid educational centers have a significant impact on the creation of the city brand of Shiraz

In this research, the statistical population includes all of the office bosses, managers deputies and consulting professors of Shiraz's municipality in various domains including deputy, 10 districts, organizations and offices of Shiraz's municipality and according to the available statistics, they are 182 persons.

MATERIALS AND METHODS

Data collection and analysis method: In this research, in order to collect information, two methods have been used which are the library method and searching internet as well as a questionnaire. This research includes 73 items and the questions in this questionnaire are of close-response questions. The measurement scale of the approach of the respondent in this questionnaire is the Likert scale and in this research, 124 questionnaires have been collected.

Table 1: Reliability coefficient of the questionnaire of this research based on Cronbach's alpha index

Rows	Variables	Question	Cronbach's alpha
1	Social problems	1-7	0.853
2	Cultural, religious and historical heritage	8-12	0.864
3	Environment	13-20	0.768
4	Opportunities for business	21-26	0.784
5	Tourism attractions	27-36	0.821
6	Urban culture	37-45	0.786
7	Service range	46-54	0.849
8	International status	55-59	0.773
9	Transportation and communications infrastructures	60-67	0.863
10	Valid educational centers	68-73	0.810
	Sum of questions	73	0.854

Research sampling method and volume: In order to determine the sample volume, the following formula (Cochran formula) has been used. According to the formula above, the number of the sample volume has been determined to be equal to 124 persons:

$$\pi = \frac{\left[Z_{\frac{\pi}{1}} \right]^1 \times p \times q \times N}{(N-1) \times \in^1 + \left[Z_{\frac{\pi}{1}} \right]^1 \times p \times q}$$

Where:

N = Size of the statistical population
n = Size of the sample volume
P = Ratio of success
q = Ratio of lack of success
z = Standard variable of normal distribution
∈ = Estimation error. Given the research population, in order to select the sample, the single stage cluster sampling has been used

Validity and reliability of the questionnaire: In order to calculate the reliability and validity of the questionnaire of this research, Cronbach's alpha coefficient has been used. The results obtained from measuring the rate of reliability of the questionnaires in this research have been provided in Table 1.

Information analysis method: In this research, in order to analyze the data, the structural equations modeling method has been used. In the structural model, through estimating the path between the variables and determining the model's fitting indexes, the data is analyzed and after using the RMSEA statistic as well as GFI and AGFI rates, the rate of compatibility of the research data and its conceptual model will be reviewed. Then, by using Friedman test and Chi-square statistic, similarity or dissimilarity of the rank of the variables has been reviewed and if there is a difference between the effectiveness of the relevant variables and city brand in comparison one another, the variables will be prioritized.
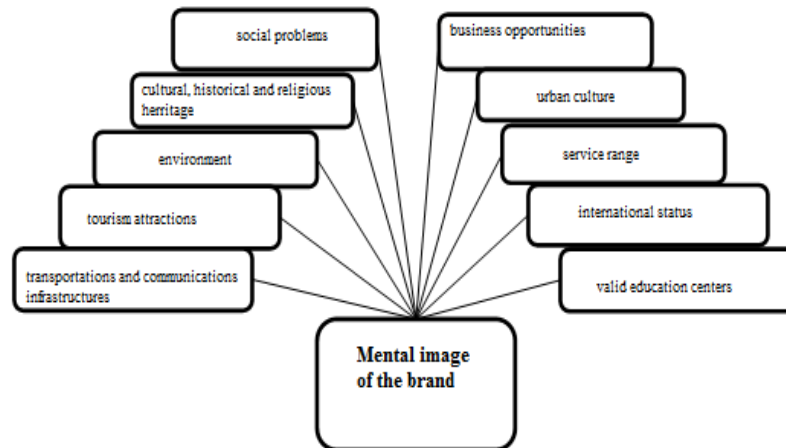
Fig. 2: Conceptual model of the research

Table 2: Descriptive statistics of the research variable

Variables	Mean	Variance	SD
Social problems	4.05	0.25	0.50
Cultural, religious and historical heritage	4.57	0.12	0.35
Environment	4.16	0.18	0.42
Opportunities for business	4.06	0.21	0.46
Tourism attractions	4.35	0.16	0.40
Urban culture	4.08	0.20	0.45
Service range	4.13	0.23	0.48
International status	4.1	0.30	0.55
Transportation and communications infrastructures	4.14	0.27	0.52
Valid educational centers	4.1	0.23	0.48
Creation of city brand	4.17	0.12	0.34

Table 3: Results obtained from the Kolmogorov-Smirnov test

Variables	Kolmogorov-Smirnov statistic	Sig. level	Status
Social problems	0.79	0.55	It's normal
Cultural, religious and historical heritage	1.06	0.2	It's normal
Environment	1.3	0.058	It's normal
Opportunities for business	1.11	0.17	It's normal
Tourism attractions	0.96	0.31	It's normal
Urban culture	1.04	0.22	It's normal
Service range	0.81	0.52	It's normal
International status	1.26	.08	It's normal
Transportation and communications infrastructures	0.99	0.27	It's normal
Valid educational centers	1.17	0.09	It's normal
Creation of city brand	1.19	0.11	It's normal

Research model: Figure 2 shows the conceptual model of this research. The model used in the research has been adapted from that of Martinez.

Data analysis: In this study, it has been attempted to review the application of hypotheses in practice; in such a way that the data obtained from the collected questionnaires are analyzed. At the beginning of the chapter, demographic features of the studied sample have been reviewed through descriptive statistics. Then, by using techniques of inferential statistics, the specialized questions of the questionnaire are analyzed and the results obtained from them are extended to the society with a specific level of confidence. Statistical analysis is provided in the frame of descriptive statistics and inferential statistics. In this section, in order to statistically test the research hypotheses, SPSS 22 Software has been used as well as AMOS 22.

Descriptive statistics of the research variables: Descriptive statistics of the research variables have been presented in Table 2 which include the indexes related to each variable (mean, standard deviation and median).

The statistical quantities of the research variables indicate that the difference between the minimum and maximum of the data is indicative of the proper range for the variables to be used.

Reviewing the normality of the data: Before any kind of test that is done with the assumption of normality of the data, the normality test shall be done. That is why after reviewing the normality of the kurtosis and skewness of the distribution of the data, the Kolmogorov-Smirnov test is used so that the data normality would be reassured. Given that in this test the significance level (rate of the acceptable error of the research) is >0.05, thus the H_0 is confirmed at the level of 0.05. Therefore, it can be said that the research variables have a normal distribution in Table. 3.

Assessment of the measurement model: In order to specify whether or not the items are indicative of the considered components or not, the confirmatory factor analysis has been used. But, before doing this analysis, it is necessary to assess whether or not the data obtained from the statistical population of the research is proper or

Table 4: KMO index and Bartlett test for reviewing sufficiency of the sample

Statistical index	Rate
Bartlett test of sphericity	
Rate of KMO index	0.701
Statistic	6018.749
Degree of freedom	2415
Probability (Sig.) (significance level)	0.001

Table 5: Results of the factor load of the research variables

Research component	Sign of the model	Variables eliminated by considering the factor load of <0.05
Cultural, historical and religious heritage	H(H1-H5)	H3
Environment	EN(EN1-EN8)	EN4
Opportunities for business	B(B1-B4)	B2,B3
Tourism attractions	Ta(Ta1-Ta10)	Ta2, Ta4, Ta9, Ta10
Urban culture	C(C1-C9)	C1,C2,C8
Range of service	Sr(Sr1-Sr9)	Sr3
International status	I(I1-I5)	I1,I2
Transportation and communications	T (T1-Ta8)	T8
Education centers	Ed(Ed1-Ed6)	Ed4,Ed6

Table 6: Values of the factor load of the variable creation of city brand

Research components	Variables	Factor load
Creation of city brand	Social problems (SP)	0.60
	Cultural, religious and Historical Heritage (H)	0.56
	Environment (EN)	0.71
	Opportunities for Business (B)	0.59
	Tourism attractions (TA)	0.64
	Urban Culture (C)	0.80
	Service Range (SR)	0.60
	International status (I)	0.75
	Transportation and communications infrastructures (T)	0.55
	Valid education centers	0.82

Table 7: Fitting index

Type of the fitting index	Symbol	The recommended value	The value obtained from the fitted model
Absolute	NPAR	-	21
	DF	-	45
	P	(>0.05)	0.105
Relative or compatible	CMIN (χ^2)	-	121.07
	AGFI	(>0.9)	0.94
	GFI	(>0.9)	0.95
	TLI	(>0.9)	0.98
Target	NFI	(>0.9)	0.92
	CFI	(>0.9)	0.91
	PNFI	(>0.5)	0.69
	PCFI	(>0.5)	0.79
	RMSEA	(>0.5)	0.004
	CMIN/DF	(>5)	2.68

category is called measurement equations and it is for the relationships between latent variables (oval) and observed variables (rectangle). These equations are called factor loads. The factor load is the value of the number which specifies the intensity of the relationship between the relevant latent variable (component) and observed variable (index) during the path analysis process. The more the value of the factor load of an index is in relation with a component, the more the share of that variable would be in expressing that component. Also, if the factor load is a negative index, it is indicative of its negative impact on expression of the related component. The power of the relationship between the two factors (variable) is shown by the factor load. The facto load is a value between negative one and one. If the factor load is <0.3, the relationship is considered to be weak and it is ignored. The factor load of between 0.3 and 0.6 is acceptable and if it is >0.6, it is very desirable. In this research, the values of the acceptable factor load have been considered based on the suggestion of Fornell and Larcker who have recommended the factor loads with the rate of >0.5 as the acceptable rates for the observed variables. It shall be noted that the recommended factor load is absolutely strict and it rejects the values <0.5. Also, in this research, given the possibility of using the factor analysis for determining the validity of the tools, the confirmatory factor analysis has been used. In this regard, the results of the factor lod test of the variables of this research have been presented in Table 5-7 separately.

Assessment of the structural model: In this stage, the rate of compatibility of the research data and the conceptual model of the research is reviewed and it is determined whether or not the fitting is proper and on the other hand, the significance of the relationships between this fitted model is tested. Table 7, the fitting indexes of the research model is shown. Here, the rate of Chi-square (CMIN) is equal to 121.65 which shows a desirable result

not by using the Bartlett test and the Kaiser criterion. the most suitable method for measuring the validity of the component is using factor analysis. Factor analysis is a statistical technique which has numerous applications in humanities. By using the factor analysis, we can specify whether the questions of the questionnaires measure the required indexes in the frame of the factors or not. In factor analysis, the questions which have been designed for evaluating a specific feature or index shall have a mutual factor and these factors shall be significant. In order to specify the sufficiency of the number of the sample, the KMO index can also be used and its results have been presented in Table 4. Given the rate of KMO (>0.5 and significance of the Bartlett test), it can be concluded that the data is not proper for doing the factor analysis.

The first factor which shall be considered in the assessment of the models is the fact that the indexes are one dimensional. This means that each index in the total of indexes shall be loaded with the rate of a large factor load only with one hidden variable or dimension. This means that the factor loads that are higher than 50% can be introduced. As it is seen in graph, the numbers or coefficients are divided into two categories. The first

Table 8: The results of testing the research hypotheses

Rows	Hypothesis	Path coefficient	Sig. level	Results
1	Social problems have a significant impact on the creation of city brand	0.14	0.0	Acceptance of the hypothesis
2	Cultural, religious and historical heritage have a significant impact on the creation of city brand of Shiraz	0.23	0.0	Acceptance of the hypothesis
3	Environment has a significant impact on the creation of city brand	0.12	0.0	Acceptance of the hypothesis
4	Opportunities for business have a significant impact on the creation of city brand	0.23	0.0	Acceptance of the hypothesis
5	Tourism attractions have a significant impact on the creation of city brand	0.21	0.0	Acceptance of the hypothesis
6	Urban culture has a significant impact on the creation of city brand	0.32	0.0	Acceptance of the hypothesis
7	Service range has a significant impact on the creation of city brand	0.27	0.0	Acceptance of the hypothesis
8	International status has a significant impact on the creation of city brand	0.13	0.0	Acceptance of the hypothesis
9	Transportation and communications have a significant impact on the creation of city brand	0.17	0.0	Acceptance of the hypothesis
10	Valid education centers have a significant impact on the creation of city brand	0.21	0.0	Acceptance of the hypothesis

with the significance level of 0.105 (P). However, among these, the role of Degree of Freedom (DF) (equal to 45) is also important because the farther the Degree of Freedom of the model is from the degree of freedom of a saturated model (equal to zero) and the closer it is to the degree of freedom of an independent model (equal to 55), the more desirable the model will be. The ratio of Chi-Square to the Degree of Freedom (CMIN/DF) has been calculated for judging the model. The rates 1-5 are interpreted as probable for this index and the rates close to 2-3 are interpreted as goof. In these tables, the rate of the relative Chi-square is equal to 2.687 which is indicative of a very good condition for the model. The RMSEA statistic was equal to 0.004 which was <0.08 which has been indicative of the goodness of this statistic. In other words, the observed data complies with the conceptual model of the research to a large extent. Also, the rates GFI = 0.951 and AGFI = 0.951 are higher than their threshold which is 0.9 which are very proper estimations for the model which is indicative of the high fitting of the model. The rates of other fitting indexes of the model which are related to the main components of the research have acceptable fitting.

RESULTS AND DISCUSSION

Testing the research hypotheses: Table 8 shows the results obtained from testing the hypotheses in the frame of path coefficients along with the significance level and in relation with the research hypotheses. Since, the significance level has been considered to be 0.95 in this research, the results of path coefficient of the research hypotheses are indicative of the significant relationship between the independent variable and creation of city brand and therefore all of the hypotheses of this research are accepted.

Reviewing the ranking of the research variables: The Friedman test has been used for reviewing the priority of the research variables. Firstly, the goodness

Table 9: Results of the Friedman test

Statistic	Rate of the statistic
Number	124
Chi-square statistic	189.66
Degree of freedom	9
Significance level	0.001

Table 10: Average rank of the variables based on the Friedman test

Variables	Average ranks	Priority
Historical, cultural and religious heritage	8.20	1
Tourism attractions	7.20	2
Transportation and communications infrastructures	5.40	3
Service range	5.24	4
Environment	5.17	5
Valid education centers	4.99	6
International status	4.99	6
Urban culture	4.68	7
Social problems	4.76	8
Opportunities for business	4.38	9

and proportion of the Friedman test were reviewed for determining the ranking of the variables of this research.

Table 9 presents the results obtained from the Friedman test. As it is seen in the table above, based on the Friedman test, since the significance level is lower than 0.05; therefore this test was used for ranking the variables. This test showed that the variables associated with the city brand in this research have different priorities ad ranks in terms of being effective. Table 10 shows the results of the descriptive statistics of the priorities of the variables in order of rank. As it has been shown in the table above, the priority of the variables in Shiraz's city branding is:

- Historical, cultural and religious eritage
- Tourism attractions
- Transportation and communication s infrastructures
- Service range
- Environment
- Valid education centers and international status are both in the 6th rank

- Urban culture
- Social problems
- Opportunities for business. This variable has been in the last rank among these effective factors

CONCLUSION

The purpose of this research is to measure the dimensions and factors which affect the creation of city brand of the city Shiraz through presenting a model for this purpose. At first, after reviewing the literature and background of the subject of the research, the variables with the highest impact on creation of Shiraz's city brand were recognized. In this respect, ten factors which were assumed to have the highest impact on the field of formation and creation of Shiraz's city brand and to have a crucial role were recognized.

According to the analysis of the statistics, it was also specified that historical, cultural and religious heritage are the first priority and other priorities were respectively: tourism attractions, transportation and communications infrastructures, service range, environment, valid education centers, international status, urban culture, social problems and finally opportunities for business. The results of this research comply with the results of other researches done in other cities in many dimensions and the considerable point in reviewing the limited researches is the different ranks that have been assigned to the variables in these researches for instance, a similar study in the city Tehran in the year 2011 done by Gholipoor and coauthors showed that the priority of the variables has been respectively for the variable economy and business, service range, international status of the city, traffic, transportation and communications infrastructures, social problems, preservation of monuments, environment, architectural and urban attractions, citizens' self-awareness, culture and then university and education and business culture and innovation and this has been confirmed and it is indicative of the difference in the degree and rank of the dimensions of the variables in various places. This means that in creating city brand, you cannot just use a single strategy. The results of this research specify the rate of effectiveness of each of these variables on the dependent variable as well as determining and confirming the effect of the mentioned variables, so that the dimensions and strengths and also unique features of the city Shiraz would also become evident. By using the findings of this research and continuation of the researches as such can be of help for city managers in short-term, average-term and long-term plans to use desirable competitive strategies of city management in the respect of reaching their purposes so that they would not stay behind in the field of competition with other cities.

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