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Design and explain the pattern of destination brand value creation strategies in Iranian tourism industry

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Abstract

Due to the high potential of tourism industry in Iran, and its low boom, the main objective of this research is design and explain the strategies pattern of value creation in tourism destination and measuring the impact of strategies and factors on creating the Iranian destination brand. This research is functional in terms of purpose, and descriptive-exploratory it's done quantitatively-qualitatively. After the derivation of structure by interview and analysis on grounded theory method, Categorization and concept's review have been done. In the following, strategies which driven from model have been analyzed by Structural Equation Modeling (SEM) in Iran. Questionnaire and data have been collected in Winter 2020 and had been analyzed by SPSS and Lisrel softwares. According to the research findings, Model design are includes of five main factors: reasons, Specific conditions, destination brand value creation strategies, intervening variable, consequences of destination brand value creation strategies. The results and modelling demonstrate that the destination brand value creation strategies have positive consequences for the country. This research will be used to create the value of various tourist destinations and will take a step towards the prosperity of this industry.

Keywords: Brand value model, Brand value creation strategies, Tourism destination brand, Grounded theory method

1. Introduction

Today, in such a difficult economic conditions, cities, regions, countries, to develop their attractiveness and build up their competitiveness they compete with countries around the world for new investors, tourists, resources, businesses, and worldwide events (Berrada, 2018). In this regard, in recent years, competition between countries that have great potential in tourism prosperity, to attract tourists as a lucrative industry have been increased.

Destination tourism has a positive effect on the country's economic growth, especially in terms of foreign exchange earnings, employment rates, taxes and other areas. (Liu & Chou, 2016).
Generally various destination offered to consumers, which provide similar features such as beautiful scenic view, quality accommodations, and friendly people. Therefore, the destination needs to be unique and differential to be selected as a final decision (Qu et al., 2011). So it seems to be a good way to distention branding. Both the internal and the external images of the tourism place (city or country or etc) can improve by destination branding (Shahabadi et al., 2020).

Destination branding, which is a powerful marketing tool and influences tourist destination choice, has received much attention from the industry and academia (Kim et al., 2018). Actually, place branding is streak over the world especially between main metropolises as a new marketing tool (Berrada, 2018). So, the question arises is this "how the tourisms destination determined by branding". Value has been confirmed as an essential factor to supporting customer relationships and ongoing brand success (France et al., 2020). Generally, in today world Brand strength and value is the key point of attracting customers. Brand value is a serious implication (concept) in marketing and business (Aghaei, 2020).

Some studies have measured it from the perspective of tourism experience (Frías-Jamilena et al., 2019). Different investigations dimensions, in terms of price value, quality value, social value, and affective value, have been developed for the brand value of destinations (Xu et al., 2020). The brands are strategic and economic value enhancer for the brands owner (Aghaei et al., 2014). In other word brand is a product, service, place and identifiable person which cause the buyer or consumer to understand needed Value Added (Chernatony & McDonald, 2003). In fact, the brand is not just a title, recognition of brand, make the customer to understand all aspects of a business unit. Destination brand is just place on the potencial tourisems perception about the brand value and emotional value that tourists place on the brand (ETC/UNWTO, 2009).

Place branding can be defined as the process of applying branding principles to a geographical location to boost the place, its products or its commerce (Margarisová & Vokáčová, 2016). In Tourism branding book (2019) unlike the brand of consumer products, destination brand cannot be built and it just inherits attributes like natural landscapes, people, culture and history (Camilleri, 2019). All Branding, brand management, brand development and from another perspective, brand revitalization, are actions that create value for the purposes (Berrada, 2018). The Value in a tourist destination is inherent or the potential. In both cases it needs action like actuator lever to attract tourists (Xu et al., 2020). In product branding model the tourism destination is a communication source both for tourism and beneficiary (companies and tourism destination) (Risitano, 2006). Not only the "product" but also, logo, advertising phrase, illustration and marketing campaigns, design style and so on are stimulant and affected them but there are not barnd by themselves. (Pedeliento & Kavaratzis, 2019).

The brand must be embedded within all of them and always reflect the values of the destination brand in each component of marketing communications. Many research has been done on this research which shows the importance of the matter. Kotsi and Pike (2020) find that, positioning the destination brand, based on the values of tourists is one of the biggest turbulence in the field of tourism marketing. Trueman et al. (2007) says that; local branding shows that residents of the city (country) have a lot of loyalty to their place, but in another negative view shows that, there is a clear need for communication between separate communities. Public facilities and tangible should be realized by different group of people with different ideals and needs. Shahabadi et al. (2020) concluded that the final model, moves place branding toward an asset-based approach. The model introduces the personality of place brand as the main class of place branding; a personality which is made up of three types of identity, namely tourism, inhabitation, and market. Also, olins (1999) have been raised seven steps to success in national branding.

There is a lot of research in branding but most of them is done on destination brand without clarifying the precise the exact meaning of branding, or they use the same model in different approaches and also branding is measured in other areas but not destination brand, (For Example: Pike, 2005; Linsheng & Pan, 2009; Parent et al., 2012; Bertilsson & Rennstam, 2018; Kim & Sullivan, 2019; Ebrahimi et al., 2019; Lepa et al., 2020; Mwebesa & Maringe, 2020; Kotsi & Pike, 2020) this creates a huge gap between theory and practice. Existing models with branding titles have been raised on brand equity which is totally different from brand value and in some limited cases the research is on brand value but they mean brand equity. But, the main matter is brand value which is what the brand represent it and makes the brand positioned in different competitive position; Also, different methodology of this research distinguish this research. Research was done in industries other than the tourism industry or by researchers active in other fields which shows the generalizations superficiality.

Thus, the results of previous researches shows that, designing a strategic model is essential to creating the value of the destination brand. So, the main purpose of this research is to survey the model in order to find elements which affect the brand value of the destinations, to design a model of brand value creation strategies for destinations, and effectiveness of defined strategies of the destination brand value in Iran. In fact, the research maims to design a model to know the branding, brand management, brand development, brand reconstruction and other related action which add value to the destination that are brand by themselves. this research Under reviews, the elements and strategies like, affecting brand value creation in tourism destinations, the effect of strategies on creating the value of the destination brand in Iran, and the consequences of value formation; so we addressed the issues like: causes, strategies, context (specific conditions) of creating brand value of destinations, interfering categories in creating brand value of destination (general conditions) and the effect of them on strategies brand value of destination and consequences of created destination brand.

On theoretical point of view, this research has study on many models have been designed which is on brand creating (For Example: Kaplanidou & Vogt, 2003; Kavaratzis, 2008; Middleton, 2011; Qu et al., 2011; Hanzaee & Saeedi, 2014; Pawaskar & Goel, 2014; Margarisová & Vokáčová, 2016; Yang et al., 2018; Shahabadi et al., 2018; Lai et al., 2019; Bose et al., 2019; Pedeliento & Kavaratzis, 2019; Foroudi et al., 2020; Chi et al., 2020; Mastika & Nimran, 2020). Most of these models branding have not been considered the Inheritance of brand in destination, in fact they don't have a clear view about "what the brand is" or they have Contradiction in destination brand, so this research enriches the brand concept in tourism and Generalize the product brand to destination brands. Paradigm perspective with a holistic Value-driven approach is a new type of approach that study on proposed models, and the model is coherent. As some of the destination in Iran are globalized and well- known around the world and as its important to design the model which shows the competitiveness of brand in Iran as distention, the model in this study is about creating brand value destination of Iran, so two question arise; first, what are the strategies for creating brand value of Iranian tourist destinations? Second, what effect do the defined strategies have on the creation of brand value of Iran's tourism destination? The result and suggestion in this study will be useful and interesting in tourism industry, and value creation strategies and strategies for tourism destinations Especially in Iran.

2. Literature Review

Today, advertising and marketing, success will not be possible without a strong brand in this competitive global markets (Aghaei, 2020). In recent years, tourism industry is one of the most successful economic and competitive markets over the word. The positive direct and indirect effects on the economy and on the wellbeing of communities is induced by tourism sector (Andrades & Dimanche, 2017). Today's tourists choose places that

offer variety, and more value for them. With limited resources, the tourism destination must focus on brand development, marketing strategy and other influencing factors (Liu & Chou, 2016).

Brand value emanate in the field of marketing, includes monetary and non-monetary values (Liang et al., 2018), and involves consumer general evaluation of the benefits and the cost of estimate a product or service (Zeithaml, 1988; Xu et al., 2020). Early conceptualizations of customer perceived value are based on Zeithaml (1988) notion of the customer's all over evaluation of what is given to, and received from, the brand; that it is part of their decision-making process (France et al., 2020). Brands are the value creators for the customers. In fact, the core of destination branding, try to create a positive imagination for destination that make the destination different and special by selecting a firm brand element mix (Qu et al., 2011).

American Marketing Association suggests that a brand is "a name, term, sign, symbol or design, or a combination of them, intended to identify the goods or services of one seller from those of competitors" is very limiting and dated (Aghaei, 2020). we mean 'tourism destination brand' by 'brand' in this study. The meaning of 'destination brand' is the knowledge and estimation of potential tourism of brand assets and emotional value (ETC/UNWTO, 2009). In another studies, Kaplanidou and Vogt (2003) define destination brand as "how consumers see the destination in their minds" (Risitano, 2006). Indeed, a way to communicate a destination' peculiar identity by make changes between a destination and its competitors would be a good definition for destination branding (Qu et al. 2011). American Marketing Association suggests that a place brand is "a name, symbol, logo, that differentiates the destination as a place where a memorable travel experience is supply [and that] serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience" (Pedeliento & Kavaratzis, 2019). Attraction of investors and tourists, consolidation of local identity, and making the citizens familiar with the city (or country) would be counted as destination branding aims (Shahabadi et al., 2020). As places exist by themselves and have special situation and also people have some impression about the places by default, destination branding is changing the perspective and feeling of the existing brand and creating a new situation (Carvalho et al. 2018).

Recently, place branding has been defined as the process of building a brand of a given place by drawing on its identity and by promoting to forming a positive image of a place (Anholt, 2010). By acknowledging the limits of the "AMA inspired" definition, scholars have gradually moved towards a focus on the cultural foundations of the place brand and criticized normative approaches to place branding (Ashworth & Kavaratzis, 2009). Parkerson (2007: 263) clearly stated: place brands are inherently different from products and product brands and conventional branding models and approaches are insufficient. Viewed through the lens of culture, in its many meanings and manifestations, place branding takes on a new complexity (Pedeliento & Kavaratzis, 2019). The process of destination brand design originated from organizational Culture (De Carnatoni & Segal Horn, 2003). First step in this process is current status of the destination brand analyzing, then is started three parallel processes in general goes forward; Service process design in networking companies, design of communication strategies, physical infrastructure, and improving the connection by having more Visual and physical evidence in public environment. If the identity and the brand of place are not connected, the process of place branding will lead to an empty brand meaningless especially to its internal audience (Pasquinelli & Teräs, 2013). In other words, developing the place brand is the place's identity at the beginning (Zimmerbauer, 2011).

According to what we said before, destination should be aware of value and motivation and make connection between these and the destination brand identity in order to use the potential natural destination for strategic value creating actions in special tourism destination. So brand value creation strategies are an important factor in strategic tourism destination. We should observe and measure the model and result of other research, and understand how others, identify, classify, define and measure a country's brand, that's why this research will

expand our information on destination brand value creation. In this regard, Froudi et al. (2016) explaining the model of destination brand creating have study on 12 elements on branding in two different part, include 1. National culture, 2. Superstructure. Mohammadifar et al. (2017), research on consequences of destination brand creating in 3 general social, economic and psychological factor, which causes the global growth of a destination. Pedeliento and Kavaratzis (2019) found that, if the constitutive elements of the place branding process, i.e. culture, identity and image are joined the place branding will be successful. The research findings of Mastika and Nimran (2020) support and strengthen the concept of developing tourism village through the oneness and accuracy of local values, and explicate the reality of their ecotourism. In the following, the studied models of this research in relation to brand creation are presented in Table 1. Due to the limited size of the article, a summary of some of the reviewed models is provided.

Table 1. Review of existing models regarding the brand in the tourism industry

Author	Year	Model name	Concepts (Summary of data)
Morgan & Pritchard	(2004)	Five-stage Model of Branding (Place)	1.Development of Brand Identity; 2.Market Study and Strategic Recommendations; 3.Evaluate and review; 4.Implementation of the brand; 5.Presentation of Brand: Transfer of Vision
Anholt	(2003)	Hexagonal model of place branding	1.Investment and immigration; 2.Domestic and foreign policy; Foreign brands; 3.Heritage and culture; 4.People; 5.Tourism
Hankinson	(2007)	Destination brand management framework model	1.Strong leadership and vision-based; 2.Brand-based organizational culture; 3.Coordination of processes; 4.Strong and consistent participation; 5.Coherence of communication between stakeholders
Avraham & Ketter	(2008)	Multi-stage model of place branding and image change	1.Preliminary analysis; 2.Choice of media strategies; 3.Execution (marketing, advertising, etc.)
Yoon	(2010)	Urban branding strategy model	1.Urban image; 2.Urban identity; 3.Urban design; 4.Handmade elements as positive factors; 5.Negative factors; 6.Infrastructure
Middleton	(2011)	Branding model (urban)	1.Forming a distinct personality and position for the brand; 2.Creating a brand position based on values, attitudes and behaviors; 3.Provide benefits to target groups; 4.Being cohesive
Giannopoulo Piha, & Avlonitis	(2011)	Destination branding framework model	1.Brand analysis; 2.Develop brand positioning; 3.Brand shared values; 4.Stability and coordination; 5.Long-term commitment of the government; 6.Brand management; 7.Brand evaluation
Hanzaee & Saeedi	(2011)	Destination branding model for historical cities of Iran	1. Historical image; 2.Unique image; 3.Common image; 4.Brand overview; 5.Perceived quality; 6.Loyalty
Rivas & Grupo	(2012)	Dimensions of urban branding	1.facts; 2.Image; 3.Urban projects, organizational expectations, people's demands; 4.Concept
Balakrishnan & Kerr	(2013)	4D Brand Management Model (Place)	1.Decision making; 2.Designing; 3.Transmission / Delivery / Delivery; 4.measurement
Rezvani et al.	(2017)	Factors affecting destination branding	1.Natural environment; 2.Economic environment; 3.Socio-cultural environment; 4.Physical environment; 5.Institutional environment
Ntounis & Kavaratzis	(2017)	Place branding process	1.Research and analysis; 2.Consulting; 3.Action; 4.connections
Berrada	(2018)	Holistic Place Branding Model	1.Place; 2.brand leadership; 3.brand vision; 4.brand architecture; 5.brand identity; 6.brand communications; 7.brand image; 8.brand experience; 9.brand actions; 10.brand evaluation

Shahabadi et al.	(2020)	Theoretical model of place branding	1.Place brand as the core category of place branding; 2.types of identity: tourism, inhabitation, and market; 3.brand is the result of interaction among various agents

In gathering the model of branding in tourism industry we have use 5 keywords; brand value, branding, brand management, brand development, brand recreation and we gain the result of table below.

Table 2. Summary of models

Summary of types of models		
Number of Iranian models: 26	Number of foreign models: 49	
Component model	19	6 Iranians / 13 foreigners
Process model	52	16 Iranians / 36 foreigners
Paradigm model	4	4 Iranian
Model related to brand value	3 Iranians / 7 foreigners	
Model related to brand value in the tourism industry	4	
Model related to brand value in the tourism industry with a paradigmatic approach	0	
Total number of models: 75		

According to the table 2, 10 the studies on brand value, there are four models related to the tourism, and six models of financial approach and in industry other than the tourism industry and according to available studies, there is not any research on brand value in the tourism industry which used the grounded theory method in both internally and externally available backgrounds, but a number of related models in recent years, out of 75 extracted models, were given in the previous sections, another point is that the existing models are mainly in the fields of marketing and business or finance which designed by experts in these fields with branding titles. The result of the models shows that models related to the tourism industry have been in the aviation, hotel and tourism service companies, according to the method and do not have a multidimensional view of brand value and have discussed the value of the brand as a component also their destination is other than Iran. The summary of contents can be seen in Table 3.

Table 3. Models performed on brand value in the tourism industry

Research Title	**Author and year**	**Dimensions considered in brand value**	**Country of study**	**Field of Tourism Studies**
Study on the brand value promotion of hotel service industry	Linsheng & Pan (2009)	1.Product value; 2.The value of services; 3.Marketing value; 4.Management value	China	Hotel management
Building brand value and influence in the airline industry	Ross (2009)	1.Communities; 2.Services; 3.Brand experience	-	Air transport
Developing a Tourist Destination Brand Value:	Ashton (2015)	1.High quality service and reasonable price; 2.Ease of use; 3.Interact with	New Zealand	Destination

Research Title	Author and year	Dimensions considered in brand value	Country of study	Field of Tourism Studies
The Stakeholders' Perspective		ethnic groups and local people; 4.Unique activities with memorable experiences		
A brand value model for southern Africa tourism services Association	Laurens (2013)	1.Product value; 2.Financial value; 3.Shareholder value; 4.Value for experience; 5.Marketing value; 6.The value of services; 7.Employee value; 8.Management value; 9.Social value	Africa	Tourism Institute

According to table 3, presenting a model called creating brand value in Iran's tourism destination by grounded theory method will be a multidimensional approach and Considering the causes, contexts and interveners that affect Brand value creation strategies for Iran's tourist destinations, and by examines the consequences of implementing strategies and finally the effectiveness of these strategies in creating the brand value of Iran's tourism destination is measured, therefore, this study helps to develop knowledge in this field.

3. Methodology

Purpose of this study, is design and explain the strategies of destination brand value creation in tourism industry and evaluating the effect of strategies and determined factors on Iranian destination brand value creation. This study can be considering as an applied and fundamental research regard to the study's aim, which provides more fundamental knowledge about the concept of destination brand value and its final model examination destination which is Iran. Qualitative method in this research was used to achieve the model of strategies to create brand value of tourism destinations; then, to investigate the effect of the defined strategies on the creation of brand value of Iranian tourist destinations, a quantitative method has been used.

In the qualitative part, the research is exploratory and Use content analysis including review of models related to the destination brand like books, articles and other related content, as well as structured interviews and for data analysis grounded theory method is used based on the opinion of Strauss and Corbin (1998) so, data gathering is done by secondary research and in the interviews questioner designed by the researchers and is designed by reviewing the literature and opinions of related experts and professors. The population of qualitative part of research includes experts of brand and tourism, and population of quantitative part is managers, professors, marketing experts, tourism experts in Iran. In qualitative part of research (interview and content analysis) Sampling is purposeful non probability (snowball sampling). The sample size reached the theoretical saturation after 18th interviews on the research topic, by reviewing the available resources like books, articles, and about 50 models on branding, brand management, brand development and brand reconstruction were reviewed. Theoretical saturation occurred after the fourteenth model.in order to measure the validity of the research, whole process has been studied and reviewed by experts and some correction and edition have been done for final theory.

The quantitative part of the research is descriptive-correlation which describes strategies for creating value for a tourist destination by using questionnaire for collecting data. Inferential statistics and Structural equation modeling is used in data analyzing in LISREL software. The interviews questioner designed by the researchers and is designed by the experts. General questions were three questions of age, gender and educational level and 48 specialized questions. The research population consist of managers, professors, experts and experts in the field of "marketing" and "tourism". Because of the vastness of population and unlimited source, 385 people is selected in purposive sampling with Cochran's formula (snowball method). Data is gathered in 2020 winter. Content

validity and CVI is used for validity measurement. After questioner designed by the researchers and is designed by the experts and obtained CVI was equal to 0.81. Cronbach's alpha method and SPSS software were used to measure total reliability which obtained 0.884.
First goal of the research is to design a model of strategies for creating brand value of tourism destinations so, question raised:

What is the model for creating brand value for tourism destinations?

Other questions

1. What are the background condition for the realization of destination brand value creation strategies?
2. What interventors indexes influence destination brand value creation strategies?
3. What are consequences of destination brand value creation strategies?
4. What are the reasons that we create destination brand value?
5. What are the strategies (actions) of creating destination brand value?

4. Results

This section included, a) interview coding, b) analyze to reach index, c) design the pattern, d) create conceptual research model, then e) explain and present the findings of quantitative data.

4.1 Interview coding

In this step interview data coding is done and the concepts are categorized in indexes, then axial coding by using a paradigm pattern which includes terms, content, and strategies of action strategies, interaction and consequences. The process of index producing in some of the interviews is shown in blow table. Concepts have progressed to the stage of theoretical saturation until the main indexes are determined.

Table 4. Interviw coding presses

Interview number	Number of open codes	Subsidiary Indexes	Changed Subsidiary Indexes	Duplicate Subsidiary Indexes	New Subsidiary Indexes
1	22	19	0	0	19
8	8	7	3	5	2
9	9	9	5	9	0
10	18	15	6	11	4
12	14	13	5	9	6
13	12	12	12	12	0
14	19	15	2	15	0
18	8	8	4	8	0

No new concepts have produced in the ninth interview, but we have had continued to eighteenth and theoretical saturation gained in 13th. Final results and determination of the concept shown in the table 5.

Table 5. Categorization of interview data

Main Indexes		Axial Indexes
Economic Growth; Sustainable destination development; Fundraising; Attract tourists; Having an integrated management; social growth; Understanding identity; Increase loyalty	Cultural growth; Recognition of the world civilization of the country; Destination competitiveness; Destination reputation; Destination credit; Increase brand value; Political growth	Reasons
Develop a perspective; Destination identity design; SWOT analysis; Lego design; Slogan design; Make a distinction; Advertisements; Support for advertising projects; Destination illustration; Adjustment of tourism policies; Adopt new laws and regulations; Amend existing laws and regulations	Planning; Education; Attract capital; Holding briefings; Stakeholder participation; Employing specialized people; Financing; Strengthen infrastructure; Strengthening structures; Government support; Financial / Educational / Advertising	Strategies
Weakness of technology; Lack of modeling; Weak laws; Political barriers; Regulatory barriers for foreign tourists; Inadequate rules; Weak residential and transportation infrastructure; Negative image on the international stage	Weak economic infrastructure; Lack of sufficient budget; Lack of proper budget spending; Heavy government tax laws; Lack of participation of local people; Diversity of tribes; Management weakness; Lack of education of the host community	Intervenors
Establish international cooperation; Amending the laws of foreign nationals; Inheritance of managers; Integrated management	Fair budget management; Public-private partnership; Legal contexts; Political, social, economic, Cultural contexts	Specific conditions
Promote national brand value; Upgrade the value of the destination brand; Sustainable destination development; Sustainable productive economy	Monetization; Tourism industry boom; Destination reputation; Attract tourists; Political, social, economic, cultural growth	Consequences

Table 6. Determinational of Indexes

Axial phenomenon	Index cluster	Rank in Index	Number of open codes	Indexes
Creating the value of the destination brand	Causes the creation of destination brand value	1	9	Economic Growth
		5	3	Political growth
		3	7	social growth
		4	4	Cultural growth
		2	8	Destination competitiveness
	Destination brand value creation strategies	4	6	Designing the destination identity
		3	7	Advertising
		6	4	Adjusting tourism policies
		7	3	Planning
		2	8	Education
		1	9	Attracting capital
		4	6	Stakeholder participation
		5	5	Employing specialized people
		2	8	Financing
		2	8	Strengthen infrastructure
		4	6	Reinforcement of structures
		6	7	Government support

Axial phenomenon	Index cluster	Rank in Index	Number of open codes	Indexes
	Fields (specific conditions) of creation Destination brand value	5	4	Establish international cooperation
		3	6	Inheritance of managers
		4	5	Integrated management
		2	8	Management Fair budget
		2	8	Public-private partnership
		5	4	Legal contexts
		1	9	Political, social, economic, Cultural contexts
	Interventors create brand value Destination	6	5	Weakness of technology
		7	3	Lack of modeling
		5	6	Weak laws
		5	6	Weakness of accommodation and transportation
		7	3	Weak economic infrastructure
		3	9	Lack of participation of local people
		4	7	Management weakness
		2	10	Lack of education of the host community
		1	12	Negative image in the international arena
	Consequences of creating brand value Destination	4	10	Promote national brand value
		3	12	Sustainable destination development
		1	14	Sustainable productive economy
		1	14	The boom in the tourism industry
		2	13	Political, social, economic, cultural growth

4.2 Categorization of models

After reviewing the indexes obtained from the interview method, conceptualization and categorization of data extracted from model analysis are discussed. Some of them are shown in Table 7.

Table 7. Used models

Row	Author (Year)	Model name	Row	Author (Year)	Model name
1	Olins (1999)	Seven steps to create a national brand	8	Monvvarian et al. (2013)	Urban branding model in metropolitan areas of Iran
2	Vengesayi (2003)	Model of destination attractiveness and competitiveness (TDCA)	9	Samimi & Ghasemi (2014)	Tourism destination branding process
3	Hankinson (2004)	Brand communication network branding model	10	Šerić et al. (2015)	Model for creating a destination tourism brand
4	Morgan & Pritchard (2004)	Five-stage Model of Branding (Place)	11	Ghorbani & Azizi (2015)	Model of Islamic Branding Indexes in Cities
5	Moilanen & Rainisto (2009)	Operational model of place branding	12	Yousefi et al. (2016)	Branding process in metropolises
6	ETC/UNWTO (2009)	Branding cycle brand model	13	Bahari et al (2017)	Urban branding model for entrepreneurship development
7	Ashworth (2009)	Place branding tools	14	Lezgi & Siami (2017)	Urban branding Indexes based on priority

4.2.1 Open coding (Index driven from Concepts)

As previously explained, in this step, the data obtained from the selected models are coded by purposeful sampling method, and in the next step are categorized into concepts and indexes. In this study, after reviewing the models, 168 codes were finally extracted, which were finally categorized into 84 concepts and in the next step were placed in 23 indexes. The results of open coding are presented in Tables 8 and 9.

Table 8. Results of open coding

Data	Concepts
1) 1-Evaluating how the country brand is associated in the minds of the people of the country and other countries, through research; 2-Creating the process of consultation sessions with experts, brainstorming and extracting strengths and weaknesses and comparing with the results of national and international studies; 3-Creating a central idea considering the country's strengths that have the potential to develop and realize other programs; 4-Developing visual methods that express the central idea not only in tourist guide boards and the country's logo but also in the design of airports and embassies; 5-Examining the ways in which tourism messages are personalized in order to attract capital and exports to the audience so as not to change the brand identity; 6-Creating a communication system to keep the national branding program alive and stable and encouraging activities to support the sectors of industry, trade, art, media, etc; 7-Focusing on branding the country as a long-term commitment to realize all potentials and maximum progress and support of all stakeholders	1-Carrying out domestic and foreign market research on the destination brand image (1)
	2-Creating an analysis and decision-making team (2)
	3-Determining the destination advertising slogan (3)
	4-Determine of Identify and advertising it with an integrated system (4, 5)
	5-Attracting domestic and foreign support (6)
	6-Creating a destination brand management organization of specific
2) 1-Intrinsic resources and a set of activities; 2-Layout: characteristics of the environment that affect the behavior and interactions of people; 3-Security and privacy in the physical and social space; 4-Development of human resources; 5-Competition and cooperation to improve performance through strategic partnerships; 6-The courtroom in case of a crime; 7-Residence; 8-Transportation; 9-Energy; 10-Branding; 11-Reputation; 12-Pricing	1-Preparing a list of destination assets and planning how to use them (9, 12, 1, 2)
	2-Creating a security space for domestic and foreign tourists (3)
	3-Creating trained manpower (4)
	4-Creating an atmosphere of cooperation at the internal and external level (5)
	5-Creating appropriate protection laws (6)
	6-Creating accommodation and transportation infrastructure (7, 8)
	7-Creating branding mechanisms and brand management goals (10)
	8-Creating of destination advertising mechanisms (11)
3) 1-Non-conflicting target markets; 2-Local community and staff; 3-Domestic customers; 4-Managed relationships from senior levels; 5-Access services (domestic and foreign transportation); 6-Health services (open spaces, parking places); 7-Atmosphere and brand space; 8-Services related to the brand experience of retailers, related and affiliated events and activities; 9-Organic or live communication; 10-Inductive communications or marketing (public relations, advertising, publicity); 11-Personality; 12-Positioning; 13-Originality	1- Stakeholder relationship management (1, 2, 3, 4, 5)
	2- Creating infrastructures and superstructures (6, 7, 8)
	3- Designing marketing campaigns (9, 10)
	4- Positioning (12)
	5- Brand personality design (11, 13)
	1-Doing market research (1)

Data	Concepts
4) 1-Market research and strategic recommendations; 2-Development of brand identity; 3-Brand introduction: transfer of vision; 4-Brand implementation; 5-Monitor, evaluate and review	2-Determining strategies (1)
	3-Identifying the destination (2)
	4-Brand identity advertisements (3)
	5-Evaluating and performing corrective actions (4, 5)
5) 1-Ensuring that senior managers and all stakeholders are committed; 2-Increasing of the commitment of all groups; 3-Appointing the board of directors (operational group or branding group); 4-Emergence of place branding project; 5-Determining how customers and people within the organization perceive the place; 6-Determining which factor each stakeholder benefits from brand identity (analysis and interpretation of results); 7-Conclusion from previous topics; 8-Selecting the components of brand identity: central idea, positioning, expression of value; 9-Counseling and testing; 10-Making appropriate adjustments; 11-Strategic planning: determining the structure of the brand, organization, distribution of work, financing; 12-Coordination between steps and responsible people; 13-Determining integrated action plan, steps, visual cues, schedules, costs and responsibilities; 14-Application of monitoring system; 15-Completion of planning and reporting of future needs; 16-Consulting and testing: making appropriate adjustments; 17-Development of service processes (permanent); 18-Development of physical infrastructure (permanent)	1-Establishing stakeholder briefings and gaining their support (1, 2)
	2-Determining the operational group responsible for the brand (3, 4)
	3-Doing of market research and determining the image of the city (5, 6, 7)
	4-Determining of brand Identity (8, 9, 10)
	5-Planning and determining strategies (11)
	6-Determining the operational plan (12, 13)
	7-Determining the source of financing for each part of the programs (13)
	8-Determining who is responsible for performing each part of the program (13)
	9-Creating an evaluation system and making the necessary corrections (14, 15, 16, 17, 18)
6) 1-Facts and signs; 2-Offers or promises of the brand; 3-Brand essence; 4-Product description; 5-What does the product do for me? 6-Brand personality; 7-Values; 8-How does the brand make me feel? 9-How does the brand portray me? 10-Brand essence	1-Preparing a list of destination assets (1, 2, 3, 4, 5)
	2-Design of brand personality (6, 8)
	3-Determining of brand Identity (7)
	4-Determining the essence of the brand and the advertising slogan of the destination (8, 9, 10)
7) 1-Using of the personality of celebrities (celebrity branding); 2-Flag making / distinctive buildings; 3-Design elements such as signature (development of the idea of flag making. Signature design on a larger scale tries to introduce design elements in the available environment. Such as paving, buildings, etc. that attribute an attribute to the city); 4-Prominent areas (developing the idea of creating a signature in branding a place is creating a special area in the city that is a signature for the whole city); 5-Cultural and social events; 6-Sports events; 7-Business events; 8-Political events; 9-International events	1-Creating a list of destination assets (1)
	2-Designing the slogan of the destination brand (2, 3, 4)
	3-Holding events to attract tourists (5, 6, 7)
8) 1-Defining of clear goals; 2-Formation of the city branding headquarters by the stakeholders; 3-Identifying the current image of the city; 4-Measuring of progress; 5-Institutionalizing the branding process; 6-Determining the desired identity of the city; 7-Developing a position to close the gap between the current image and the desired identity of the city; 8-Execution of strategy	1-Establishing of stakeholder briefings and gaining their support (1, 2)
	2-Doing of market research and determining the image of the city (3)
	3-Identifying the destination (6)
	4-Destination positioning (7)
	5-Determining and implementing of strategies (8)
	6-Creating a brand management system and institutionalizing it (4, 5)

Data	Concepts
9) 1-What is the evaluation and audit of the current position of the city in the world? 2-What will lead to the analysis and superiority of the city? 3-What are the connections between brand alignment? 4-What will be the visual and verbal expression of the brand? 5-How to activate the brand? 6-Acceptance and attitude of how stakeholders can support the brand? 7-How will the brand be managed and then managed to stay appropriate?	1-Doing market research (1)
	2-Determining the advertising slogan by considering the relations between different sections (3)
	3-Determining the distinct values of the city (2)
	4-Determining advertising methods (4)
	5-Attracting the support of stakeholders (6)
	6-Determining the mechanism of branding and management of the destination brand (5, 7)
10) 1-Tradition, history, cultural heritage; 2-Resources that have branding potentials (creating destination-specific products); 3-Resources that do not have the potential of branding (creating general destination products); 4-Resources used to match tourist offers with investor tendencies and interests	1-Existence of the diversity of cultural, traditional, historical assets (1)
	2-Preparing a list of public and distinctive assets of the city (2, 3)
	3-Creating mechanisms for managing the promises of the destination brand (4)
11) 1-Acceptable and integrated management; 2-Security of all classes; 3-Preserving the limits of God; 4-Welfare of the people of the city; 5-Religious architecture style and space beautification; 6-Public health; 7-Cultural cohesion	1-Creating a culture of inheriting projects among managers (1)
	2-Improving the economic situation of destinations (4)
	3-Improving the leisure space by considering religious and cultural roots (5, 6, 7)
	4-Creating of security infrastructure (2)
12) (Background conditions): 1-Multiple stakeholders; 2-Religious values; 3-Economic conditions; (Actions): 4-Turning the city into a leading brand in the community; 5-Building trust between stakeholders; 6-Dynamic strategic planning for city branding; 7-Providing high quality service packages to the supporters of the city brand; 8-Advertising; (consequences): 9-ustainable income; 10-Turning the city into a potential destination; 11-Sustainable urban development; (Intervenors): 12-Government support for urban branding; 13-Branding mentality of city managers; 14-Financing; 15-Public belief in urban branding; (Causal conditions): 16-Branding dynamics (audiences are different at each stage of branding); 17-Need for large numbers of visitors (to win); 18-The need of the country (creating a large market)	1-Ethnic and religious diversity (1, 2)
	2-Destination brand advertisements (4, 7, 5)
	3-Determining the target of brand strategies (6, 9, 10, 11)
	4-Economic problems and budget deficit (3)
	5-Attracting the support of public, private and public sectors (13, 15, 12, 15, 16)
	6-Creating an integrated vision among managers (13)
	7-Creating support for financing (14)
	8-Increasing the level of domestic and foreign tourism (17, 18)
13) (Background conditions): 1-Strategic position of the city; 2-Tourist and tourist attractions; 3-Suitable economic environment and investment capacity; (Actions): 4-Paying attention to different stakeholders; 5-Urban diplomacy; 6-Culture building; 7-The need to organize and design a suitable structure; 8-Designing the branding process; 9-Advertising; 10 -Development of physical infrastructure; (consequences): 11-Economic prosperity and job creation; 12-Attracting and developing investment and tourism; 13-Sustainable rural development and reduction of migration; 14-	1-High investment capacity (3, 17)
	2-Extraction of destination assets (1, 2)
	3-Attracting the support of different stakeholders (4, 5, 6, 12, 16)
	4-Creating an integrated destination brand management system (9, 18)
	5-Creating infrastructure (10)
	6-Destination ads (9)

Data	Concepts
Development of social investment and value creation; 15-Increasing competitive power in the market; (Intervenors): 16-The role of government and public policy; 17-Approval of the free trade zone; 18-Integrated urban management; 19-Laying the groundwork for entrepreneurship; (Causal conditions): 20-Universal and inevitable; 21-Scientific and research capacity and student organizations in the field of tourism	7-Economic growth and employment (10, 19)
	8-Reduction of immigration (13)
	9-Increasing social capital (14)
	10-Increasing competitiveness (15)
	11-Globalization (21)
	12-Increasing the level of education (22)
14) 1-Performing special ceremonies; 2-Performing an important event; 3-Special social values; 4-Unique works and buildings; 5-Citizens' treatment of tourists; 6-Existence of recreation and entertainment centers; 7-Existence of health centers; 8-Status of hotels and inns; 9-Status of passenger camps; 10-Restaurants and coffee shops; 11-The amount of foreign investment in related industries; 12-The situation of markets and sales centers; 13-Status of foreign exchange transactions; 14-Citizens' satisfaction with life in the city; 15-Desire to live in the city; 16-Status of urban facilities; 17-Status of urban equipment; 18-Urban traffic situation; 19-Appropriate public transportation services; 20-Status of the number of public parking lots in the city; 21-The quality of the city streets; 22-Number of city highways; 23-Status of city terminals and airports; 24-The importance of the city at the international level; 25-The power of attracting domestic and foreign tourists; 26-Citizens' mental readiness for tourism development; 27-Enjoy the power of advertising	1-Promotion of destination assets (tangible and intangible) at the international level (1, 2, 3, 4, 24, 25, 27)
	2-Educating and creating support from local people (5, 14, 27)
	3-Creating infrastructures (accommodation, leisure, transportation, food, beverages) (6, 7, 8, 9, 10, 12, 16, 17, 18, 20, 21, 22, 23, 19)
	4-Attracting of foreign support (11, 12)

The data analyzing done, and the result of categorization are in table 9.

Table 9. Result of categorization

Concepts	Indexes
Stakeholder relationship management; Establishing stakeholder briefings and gaining their support (2 repetitions); Educate and creating local people support; Attract of foreign support; Attract of the support of various stakeholders; Attract of internal and external support; Attract stakeholder' support; Attract of the support of the public and private sectors and the people; Increase of the level of education; Create of the trained manpower	Creating participation of local people, tourists and the government and the private sector (decision-making organizations) by using educational and justification projects
Creating infrastructure and superstructures; Establishment of infrastructure (accommodation, leisure, transportation, food and beverages); Build of infrastructure; Establish of residential and transportation infrastructure; Improving the leisure space by considering religious and cultural roots; Creating security infrastructure; Creating of security environment for domestic and foreign tourists; Creating of appropriate protection laws	Establish of accommodation, leisure, transportation, food and beverage infrastructure and security infrastructure
Design of marketing campaigns; Destination brand ads; Holding events to attract tourists; Advertising of destination assets (tangible and intangible) internationally; Advertising purposes; Determine of advertising methods; Creating destination advertising mechanisms; Holding events to attract tourists	Creating of integrated marketing process
Positioning; Destination positioning	Destination positioning
Destination personality design; Brand personality design	Destination brand personality design

Concepts	Indexes
Determine of Brand identity (2 repetitions); Determine of Destination identity (2 repetitions); Identification and advertise the brand with an integrated system	Design of destination brand identity
Determine of the essence of the destination brand and advertising slogan; Design of Destination brand slogan; Determining the destination advertising slogan; Determining the advertising slogan by considering the relationships between different sections	Design of destination brand slogan
Carrying out market research and determining the image of the city (2 repetitions); Conduct of market research; Conducting domestic and foreign market research on the destination brand image	Conduct marketing research (SWOT)
Creating a list of destination assets; Preparing a list of public and distinctive assets of the city; Preparing a list of destination assets and plan how to use them; Determining the distinctive values of the city	Preparing a list of destination assets
Determining the operational group responsible for the brand; Determining the action plan; Determining who is responsible for performing each part of the program; Determining the source of funding for each part of the program; Planning and determining strategies; Determining strategies; Determining and implementing strategies; Determining destination brand strategies	Operational planning (determination of actions, responsible persons, financial source of each department)
Establishing an evaluation system and make necessary corrections; Evaluating and take corrective action; Creating an analysis and decision team	Creating of Evaluation System
Creating a brand management system and institutionalizing it; Creating an integrated destination brand management system; Establishing a mechanism for managing destination brand promises; Creating branding mechanisms and brand management goals; Determining the branding mechanism of the destination brand management; Creating a specific destination brand management organization	Creating the value of the destination brand
Existence of cultural, traditional, historical assets; Ethnic and religious diversity	Ethnic and religious diversity
Economic problems and budget deficit; High capacity of investment; Economic problems and budget deficit	High capacity of investment
Economic problems and budget deficit; High capacity of investment	Economic problems and budget deficit; High capacity of investment
Improving the economic situation; Economic growth and employment goals	Economic growth and improving employment conditions
Establishing of funding support; Attract of internal and external support	Attract of financial support
Creating a culture of project inheritance among managers; Creating an integrated vision among managers	Creating an integrated management system and inheritance of project
Increasing the level of domestic and foreign tourism	Increasing the level of domestic and foreign tourism
Increase of the quality of life of people and reduce of migration	Reduce of migration
Increase of social capital	Increase of social capital
Increase of competitiveness	Increase of competitiveness
Globalization	Globalization
Creating an atmosphere of cooperation internally and externally	Creating an atmosphere of cooperation internally and externally

4.2.2 Axial coding

Axial coding relies on identifying indexes (phenomenon) by, takes into account the effecting condition. These conditions are the fields of its special properties in which the index is located. Act and react Strategies and consequences of those strategies have controlling rule on indexes. In the blow table the result of axial coding is shown.

Table 10. Axial index and Cluster of Indexes

Indexes	Cluster of Indexes
Creating the participation of local people, tourists and the government, and the private sector (decision-making organizations) using educational and explanatory plans	Specific terms of brand value creation
Establishment of residential, transport, leisure, food and beverage infrastructure and security infrastructure	
Obtaining financial support	
Creating of Integrated Management System and Inheritance of Projects	
Destination brand personality design	Destination brand value creation strategies
Destination brand identity design	
Destination brand slogan design	
Conduct marketing research (SWOT)	
Prepare of list of destination assets	
Operational planning (determination of actions, responsible persons, financial source of each department)	
Establish of evaluation system	
Creating the value of the destination brand	Axial phenomenon: Creating the value of the destination brand
Ethnic and religious diversity	Interfering factors in creating brand value
Economic problems and budget deficit	Reasons of create destination brand value
High capacity of investment	
Economic growth and improving employment conditions	
Creating an atmosphere of cooperation internally and externally	
Increasing the level of domestic and foreign tourism	
Reduce of migration	Consequences of creating destination brand value
Increase of social capital	
Increase of competitiveness	
Globalization	

4.3 Selective coding (Explain theorizing)

In selective coding, after selecting the index by content analyzing and interviewing the researcher should present the framework of the paradigm model in a narrative way, or show the theory in graphic form. The designed pattern of brand value creating of destination in this research is a combination of contents out of interview and content analysis which is shown in Figure 1.

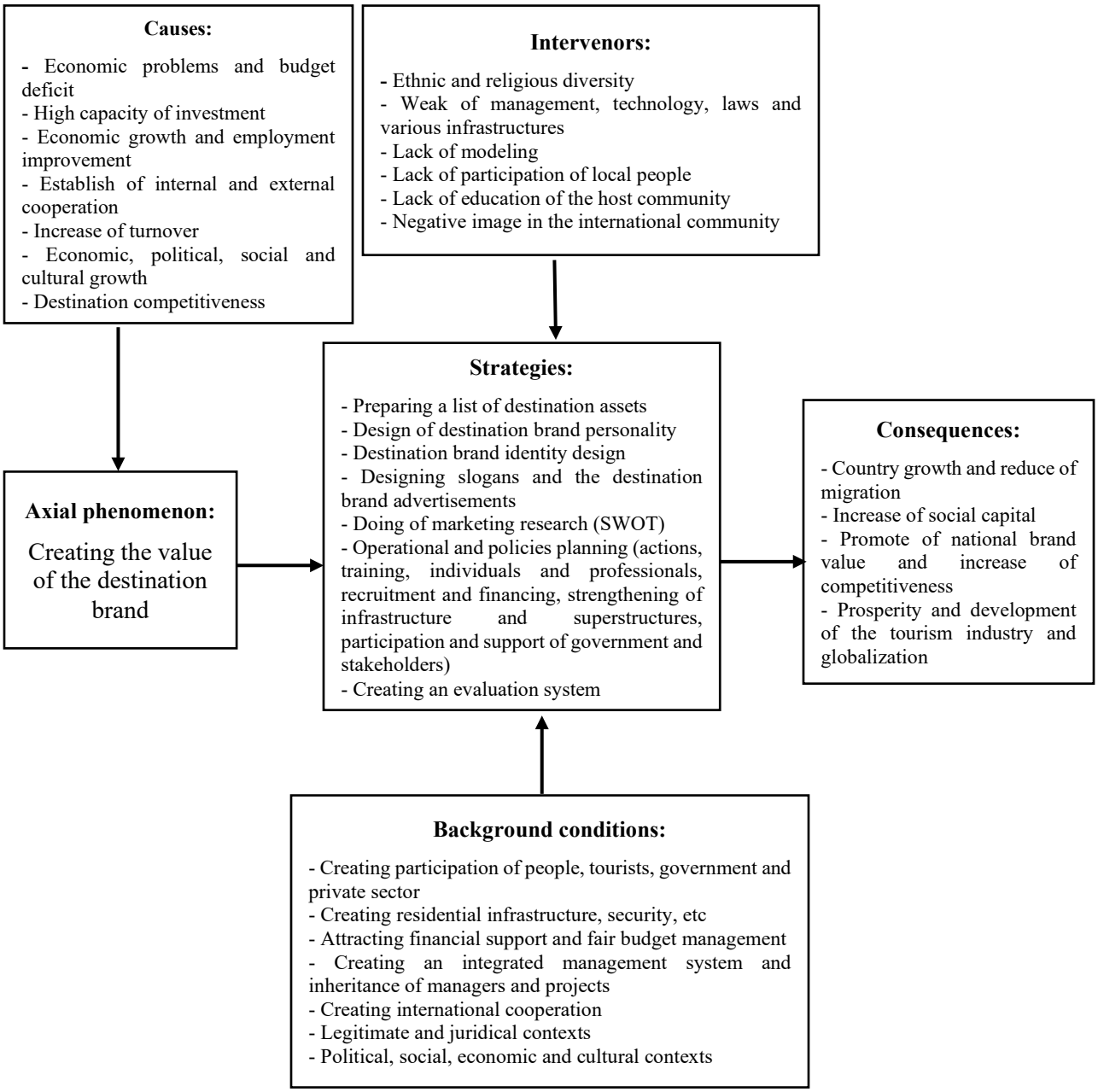

Figure 1. Paradigm model of research

4.4 Conceptual Model

In order to explaine the effect of seven strategies in this model, extracted strategies in a conceptual model, inretviews and studies on effecting factors on distenation brand value creating in tourisem industry in Iran will be examined. The conceptual framework of the present study is shown in Figure 2.

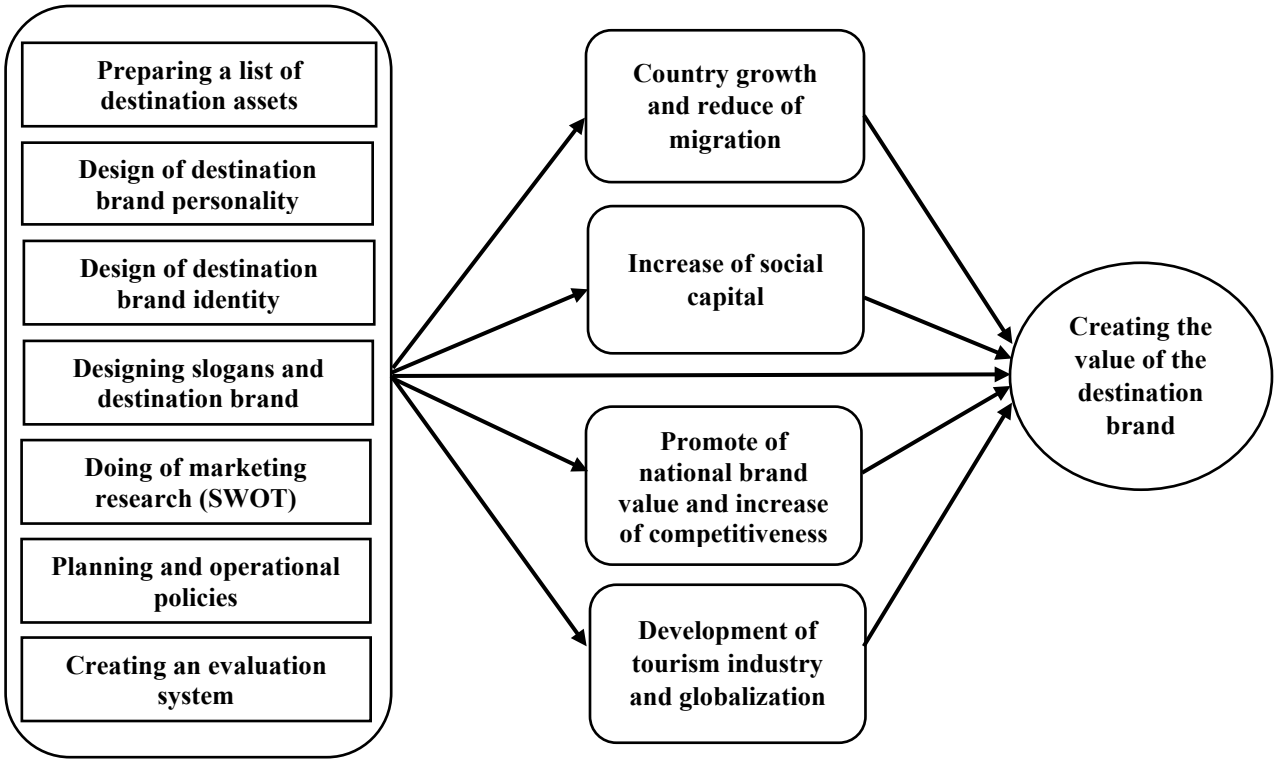

Figure 2. Conceptual model of research

The conseptual model shown above are in accordence with hypothesis. So the hypothesis of quantitative part of research are:
H1. Destination brand value creation guides, have positive and meaningful effect on reduction of migration from Iran and development of Iran.
H2. Destination brand value creation guides, have positive and meaningful effect on social capital of Iran.
H3. Destination brand value creation guides, have positive and meaningful effect on national brand value incensement and tourism competitiveness in Iran.
H4. Destination brand value creation guides, have positive and meaningful effect on prosperity and development of the tourism industry and globalization of Iran.
H5. Reduction of migration from Iran and development of country have positive and meaningful effect on brand value creation in Iran.
H6. Social capital increase, have positive and meaningful effect on brand value creation in Iran.
H7. National brand value incensement, have positive and meaningful effect on brand value creation in Iran.
H8. Development of the tourism industry globalization of Iran, have positive and meaningful effect on brand value creation in Iran.
H9. Destination brand value creation, have positive and meaningful effect on brand value creation in Iran.

4.5 Hypothesis testing

In this section we explain about quantitative findings and tests which have gain through the analyzes done by software.

As mentioned before we have used face validity and CVI method for research validity and,
Cronbach's alpha method for research reliability. The results are shown here.

$$CVI = \frac{\sum CVR}{Number\ of\ remaining\ questions} = \frac{39}{48} = 0/81$$

Table 11. Cronbach's alpha

Variables	Cronbach's alpha
Preparing a list of destination assets	0.915
Destination brand personality design	0.987
Designing slogans and advertisements of the destination brand	0.937
Doing of marketing research (SWOT)	0.791
Planning and operational policies	0.946
Establishing an evaluation system	0.729
Country growth and migration decline	0.934
Increase social capital	0.921
National brand value and increased competitiveness	0.841
Prosperity and development of the tourism industry and globalization	0.953
Destination brand identity design	0.932
Creating brand value	0.987
Total of variables	0.884

To evaluate the normality of the research variables, the Kolmogorov-Smirnov test was used, the results of which are presented in the table 12.

Table12. Evaluate the normality of the research variables

Variable	Strategies	Reduce of migration	Increase of social capital	Increase of competitiveness	Increase of competitiveness	Create of destination value
Number	385	385	385	385	385	385
Kolmogorov-Smirnov Test	0.427	0.607	0.976	0.451	0.705	0.531
Significance factor (sig)	0.841	0.998	0.271	0.962	0.661	0.938

If significance of test is bigger than 0.05 (normal distribution of variables), null hypothesis would be accepted. According to the result all the variables of research have normal distribution so, LISREL software will be used to reject or accept hypothesis.

Structural equation modeling

In structural equation method, the theory in the studied method have an invisible causal structures, these structures measured by observed variables, significance and standard structural equation modeling for conceptual model of research are showed in figure 3 and 4.

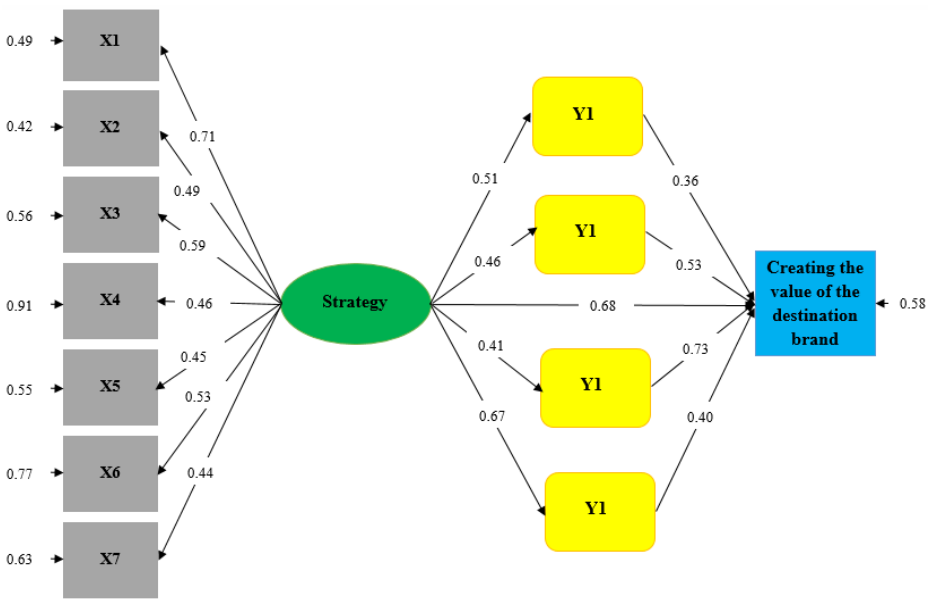

Figure 3. Investigating the causal relationship of variables in standard conditions

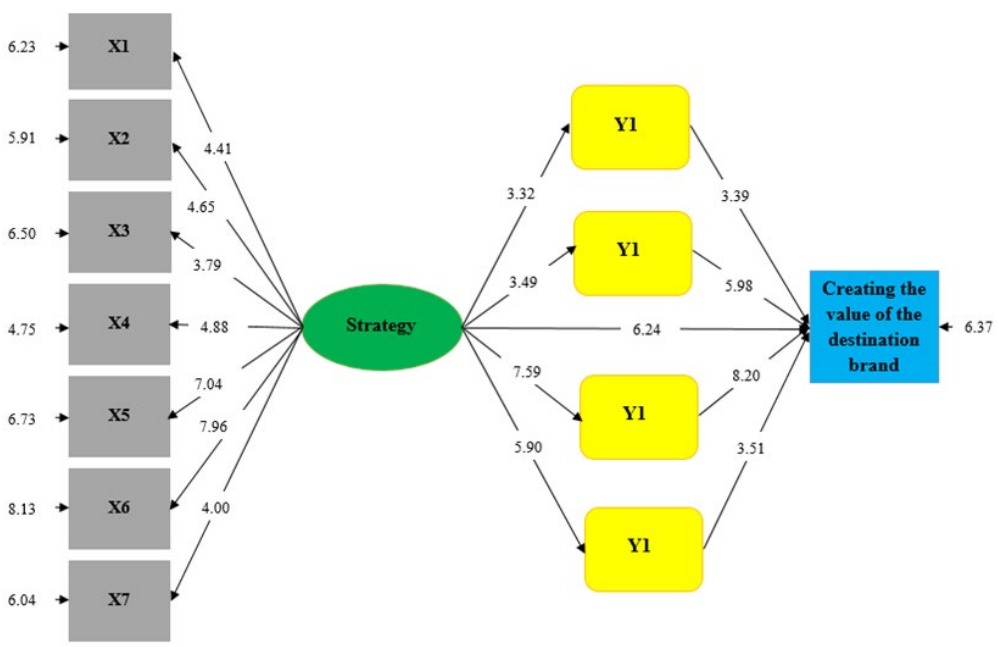

Figure 4. Investigating the causal relationship of variables (Meaningful numbers)

Note: *(X1: Prepare a list of destination assets; X2: Destination brand personality design; X3: Designing the destination brand identity; X4: Designing the slogan and advertising of the destination brand; X5: Marketing Research (SWOT); X6: Planning and operational policies; X7: Establish an evaluation system; Y1: Country growth and migration decline; Y2: increase of social capital; Y3: Promote national brand value and increase competitiveness; Y4: Prosperity and development of tourism industry and globalization)*

Based on the results obtained from significant numbers and standard estimates in the research model, the test results of the research hypotheses are as follows.
As significant coefficients are obtained for all hypothesis out of range (+1.96 to -1.96) all hypotheses of this research have been confirmed. The results are:
1. Destination brand value creation strategies in Significance coefficient of 3.32 and path coefficient of 0.51 which shows the positive and Significance effect on country development and migration decline.
2. Destination brand value creation leaders with a significance coefficient of 3.49 and a path coefficient of 0.46 have a positive and significant effect on increasing Iran's social capital.
3. Destination brand value creation strategies, with a significance coefficient of 7.59 and a path coefficient of 0.41 shows positive and Significance effect on promote the value of the national brand and increase the competitiveness of tourism in Iran.
4. Destination brand value creation strategies with Significance of 5.09 and path coefficient 0.67 positive and significant impact on the prosperity and development of Iran's tourism industry and globalization.
5. Country development and migration decline with 3.39 Significance and path coefficient0.36 has a positive and significant effect on the creation of Iranian brand value.
6. Increase of social capital with 5.98 Significance and path coefficient 0.53 has a positive and significant effect on the creation of Iranian brand value.
7. Promoting national brand value and increasing competitiveness, with a significance coefficient of 8.20 and a path coefficient of 0.73, has a positive and significant effect on the creation of Iranian brand value.
8. Prosperity and development of the tourism industry and globalization with 3.51 Significance and path coefficient 0.40 has a positive and significant effect on the creation of Iranian brand value.
9. Destination brand value creation strategies with 6.24 Significance and path coefficient 0.68 have a positive and significant effect on creating the value of the destination brand of Iran.

Goodness of fit of model

LISREL software used indicators for measurement of goodness of fit of model, these indicators are in table 13, for the conceptual model of the research. The values obtained for each of the indicators show that the research model has a goodness of fit.

Table 13. The amount of goodness of fit indicators of model

The amount of indicators examined			
Chi-square index (X^2)	44.81	P-Value	0.00048
Degree of freedom (df)	18	Square mean index of model errors (RMSEA)	0.060
Chi-square ratio to degree of freedom (df / X^2)	2.43	Estimation of community RMSEA range at confidence level of 90%	0.048 to 0.099
Goodness-of-Fit Index (GFI)	0.958	Normed Fit Index (NFI)	0.987
Adjusted GFI Index (AGFI)	0.978		

Goodness indicators fit the modified model shows suitability of the model with the obtained data.

5. Discussions and Conclusions

As tourism becoming a lucrative industry, this industry in countries that have great potential for tourism prosperity become an important matter and competition between countries to attract tourists has increased. Due to the problems in this industry, in the world and especially in Iran, the aim of this study is to design a model of value creation strategies for tourism destination brand and Measuring the effectiveness of the identified strategies on the creation of brand value of Iran's tourism, is done. To achieve this goal, by interviewing experts and reviewing various models and research (content analysis) in creating the value of the destination brand. By using the systematic method of data foundation theory, the model of brand value creation strategies was determined and its model was designed. The effectiveness of these strategies was assessed using structural equation modeling in the statistical population of the study.

Based on the findings of the interview information and review of various models in the field of research, categories were extracted and, the model of value creation strategies of the destination brand of Iran is designed based on them, and is divided into six sections, which are:

1) *Causal conditions:* the main cause of the phenomenon under study, in this study, 7 categories have been concluded in causal conditions, which is one of the most important factors, including the competitiveness of the destination, so resource constraints and societies' tendency towards inexhaustible resources have led to a significant boom in the tourism industry in the world. To the high natural, cultural, historical, etc. capacities, Iran is required to pay attention to the destination with a specialized view in the field of brand, in addition to integrated management systems in order to gain successes. Destination reputation is a determining factor in the competitiveness of the destination. Other causal conditions are: Economic problems and budget deficit, high investment capacity, economic growth and employment improvement, internal and external cooperation, increasing tourism, economic, political, social and cultural growth.

2) *Axial phenomenon:* is the content in question, the central idea and thought, the event, the occurrence or the event to which the flow of actions and reactions are directed to control or to answer them. In this study, the index of brand value creation was considered a central phenomenon. The relationship between the answers and the central index can be seen in all answers of questions to gather information. The focus of the answers related to other creating brand value index. The destination brand usually contains several different and complementary values that define its personality. These values are emphasized together or selectively according to the audience. The logo is a sign of destination. Slogan usually comes with a logo that expresses the uniqueness of the destination. Visualization is important in conveying the nature of the brand and creating a sense of destination.

3) *Intervenors:* Structural conditions that facilitate strategies within a particular context restrict them. Interveners are contents that positively or negatively affect the implementation of destination brand value creation strategies. In this study, contents were introduced as interveners that include ethnic and religious diversity, Weak technology, and lack of modeling, weak laws, weak residential and transportation infrastructure, poor management, lack of participation of local people, higher education of the host community, negative image in the international arena. According to the factors mentioned in this section, it is necessary to study the legal, technological, and residential and transportation infrastructures in a specific program and the needs of each department should be met and by creating new training systems for manager's academic aspect, and executive

aspects of each organizational position should be considered. Campaigns should be planned to neutralize false propaganda about the country in order to show the real tourism potential of countries to the world.

4) *Strategies:* Strategies are based on actions and reactions to control, manage and deal with the indexes. Among the extracted categories, 7 categories were categorized in the strategies section one of the factors is the participation of the government and stakeholders. Creating a decision-making team from private stakeholders, government and people is the most important step in any decision-making action. This team should take all stakeholders of the tourism industry into consideration. For example: in some destinations in Iran, programs are implemented that are contrary to the customs of local people. This causes a lack of cooperation from the community. Visitors and tourists will not be well hosted, which threatens the return of these people. Other contents include preparing a list of destination assets, designing the destination brand personality, designing the destination brand identity, designing the slogan and advertising of the target brand, conducting marketing research (SWOT), planning and operational policies and creating an evaluation system.

5) *Background (context):* Context is a set of special characteristics that indicate a content, which represents a set of specific conditions in which action and reaction strategies take place. In this research, 7 categories were assigned to the context of realizing brand value creation, includes: public participation, tourists, government and the private sector, building housing, security infrastructure, and obtaining financial support and fair budget management, creating an integrated management system and inheritance of managers and projects, establishing international cooperation, legal and legal contexts, political, social, economic and cultural contexts but it needs network organizations in the country to achieve the desired output with the synergy of unity of different parts which named above. At last by creating appropriate socio-political, economic, cultural contexts and international cooperation we can create the platform of value realization for Iran tourism industry.

6) *Consequences:* results that emerge as a result of the strategies. Consequences are the action and reaction results. Consequences can be positive or negative. Consequences include the results that the destination brand value entails. Four consequences Appear: Growth of the country and decrease of migration, increase of social capital, promoting national brand value and increasing competitiveness, prosperity and development of the tourism industry and globalization. Creating brand value for a tourist destination helps to proper distribution of travel and income, and use the potential destination, and make the presence of local people more specialized that have positive effect on culture, standards of living are raised and cultural and social growth is achieved. Income generation leads to economic prosperity and economic relations enable the country to grow politically domestically and internationally. Creating advertising integration in terms of slogans, logos, colors, identities, among tourism Stakeholders organizations act in unison in advertising and illustration of country be successful.

In the second part of the study, the impact of strategies and consequences in Iran were examined, the results showed that if brand value creation strategies (Investigate assets, brand identity and personality, conduct research, develop operational plans and evaluation systems) are implemented in Iran they will have a positive impact on the important indicators and consequences of value creation, namely the country's growth and reduction of migration, increase of social capital, promotion of national brand value and increase of competitiveness, prosperity and development of tourism industry and globalization of this country.
In this study, comparison of the results of this research with previous researches has been shown in two similar, direct and indirect studies. Indirect researchs are related to brand value in terms and often referred to as branding.

Direct related research also refers to those studies that have been conducted as brand value in various sectors of the tourism industry. The results are shown in table 14.

Table 14. Comparison of results with previous research

Main cluster	Indexes	Similar related and indirect researchs	Similar related and direct researchs
Reasons	Destination competitiveness	Cetinski et al. (2006); Andrades & Dimanche (2017)	-
Strategies	Planning and policies	Moilanen & Rainisto (2009); Yousefi et al. (2016)	-
	Training and evaluation	Berrada (2018)	-
	Fundraising	Moilanen & Rainisto (2009); Lezgi & Siami (2017)	Laurens (2013)
	Holding briefings	Middleton (2011); Lezgi & Siami (2017)	-
	Stakeholder participation	Middleton (2011); Kharazmi & Rahnama (2014); Bahari et al. (2017); Berrada (2018); Shahabadi et al. (2020)	Ashton (2015); Laurens (2013)
	Use of specialized people	Mousavi, Sepahvand, and Shariatnejad (2017)	Laurens (2013)
	Assets and financing	Moilanen & Rainisto (2009); Shahabadi et al. (2020)	-
	Strengthen infrastructure	Anholt (2003); Moilanen & Rainisto (2009); Yoon (2010); Bishami et al. (2016); Bahari et al. (2017); Lezgi & Siami (2017)	-
	Strengthen the superstructure	Foroudi et al. (2016); Mousavi et al. (2017); Lezgi & Siami (2017)	-
	Government support	Sinclair-Maragh & Gursoy (2016); Agyeiwaah (2019)	-
	Research and vision development	Morgan & Pritchard (2004); Ntounis & Kavaratzis (2017); Berrada (2018)	-
	Designing the identity and personality of the brand	Cai (2002); Morgan & Pritchard (2004); Risitano (2006); ETC/UNWTO, (2009); Moilanen & Rainisto (2009); Yoon (2010); Monvvarian et al. (2013); Kharazmi & Rahnama (2014); Berrada (2018); Pedeliento & Kavaratzis (2019); Yang, Isa, Ramayah, Blanes, & Kiumarsi. (2020)	-
	Designing of slogan and advertising	Kavaratzis (2008); Foroudi et al. (2016); Mohammadifar et al. (2016); Yousefi et al. (2016); Mousavi et al. (2017); Bahari et al. (2017); Lezgi & Siami (2017)	Linsheng & Pan (2009); Laurens (2013)
Specific conditions	Fair management of budget	Moilanen & Rainisto (2009); Ghorbani & Azizi (2015)	Linsheng and Pan (2009); Laurens (2013)
	Political, social, legal, economic, cultural contexts	Mohammadifar et al. (2016); Rezvani et al. (2017); Bahari et al. (2017)	Laurens (2013)
	Inheritance of managers	-	-
	Integrated management and international cooperation	Foroudi et al. (2016)	Linsheng & Pan (2009);

Main cluster	Indexes	Similar related and indirect researchs	Similar related and direct researchs
			Laurens (2013)
Consequences	Country growth and migration decline	Mohammadifar et al. (2016); Foroudi et al. (2016); Xu et al. (2020)	-
	Development of tourism industry and globalization	Yousefi et al. (2016); Foroudi et al. (2016); Mohammadifar et al. (2016); Liu & Chou (2016)	-
	Sustainable productive economy	Foroudi et al. (2016); Bahari et al. (2017); Shahabadi et al. (2020)	-

According to the comparison of this research with other studies of this field found that there are similarities in strategies part. There are less similarities in other sections or no similarities in the section related to interveners. One of the reasons for this can be the methodology of the research which based on grounded theory that analyzed some different matter from different view. Most of the found Similarities are in the model models that have a dominant branding theme and are strategic. The subject of this study which is tourism destinations, had only one similar component whit other research same subject, because of the methodology and scope if study. A study specifically focused on brand value development in New Zealand is the nearest one to this study. Other similar studies are about the aviation industry, or active tourism industry and hotels which makes the results have less in common with these models.

According to the model, this study can guide the future approaches of brand research in the tourism industry from a strategic perspective to a multidimensional approach. This study can expand the literature in discussing the value point of view of the brand of tourist destinations and can be used as a frame work for the researchers.
The research model indicates that strategy alone is not enough and other major tools need to be considered. According to the analysis of research findings and results, to improve the brand value of Iran's tourism destination suggestion are as below:1. Prepare a list of destination assets and inform tourists; 2. A suitable and attractive brand slogan should be compiled for each of Iran's tourism destinations and attractive advertisements should be done; 3. Carry out various marketing researches in order to recognize the perceptions and criteria of tourists; 4. Develop operational plans for the proper implementation of defined strategies; 5. Determine an appropriate and accurate evaluation system to control and review the results of the implementation of strategies; 6. Review and modeling of successful examples of world tourism destinations; 7. Reasonable investments in infrastructure and accommodation equipment to increase the attractiveness of Iran's tourist destinations.

Future researchers can do this research in other countries based on their tourism characteristics or design a strategic model for creating destination brand value for other industries.

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