

Identifying Economic Globalization Strategies in Urban Diplomacy (Case Study: Tehran Metropolis)

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Abstract: In the past two decades, economic globalization has changed many human life arenas in different areas of the world. In this regard, metropolises, affected by manifestations of globalization, create a new form of diplomacy, called as urban diplomacy, by promoting their economic status, infrastructures, etc. It has been tried in this paper to explain and analyze the relationship between economic globalization and urban diplomacy by using quantitative-analytical SWOT model, qualitative method of brainstorming to present a systematic image of strengths, weaknesses, threats, and opportunities of economic globalization effects on urban diplomacy of Tehran Metropolis and its diplomacy structure facing with manifestations of economic globalization. The methodology is descriptive-analytical by using library resources and SWOT analytical model by weighting indexes through brainstorming method with 30 economics and diplomacy experts to explain the relationship between economic globalization and urban diplomacy, and the role of Tehran Metropolis in this arena. Research findings indicated that a type of globalization entitled globalization-localization model has better fitness for Tehran Metropolis. This model is consistent with globalization necessities and urban diplomacy aspects of Tehran Metropolis with local conditions in order to balance localization with globalization.

Keywords: Metropolises, globalization, global economy, urban diplomacy, globalization-localization, SWOT analysis, Tehran

JEL Classification: C61, N95, F00, F01

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1- Introduction

Urban globalization and urbanized world are two unique features of the third millennium resulted in change in cities' role in the global system. Mostly, this phenomenon is due to compression of a (spatial-temporal) position that creates new informative-communicative systems and managerially organizational technology in globalization process. Simultaneously, it makes free movement of goods, human, information, and capital smoother, faster, broader and more effective than before.

In this globalized flow, global cities should be considered as the most important and effective space preparing the ground for these types of political, social, and cultural movements. In terms of urban geopolitics, only European and American metropolises have pioneer role organizationally and managerially in administering global cities, but political and diplomatic share and position of other global cities – however ideally - are not considerable (Hubbard et al., 2007). This reality is slight for cosmopolis in Asia, Africa, and Latin America, and urban diplomatic measure- in the sense of this paper- has been less regarded in the Middle East, North Africa, and Middle Asia.

Self-interest has been changed into a driving force of cities' diplomatic activities increasingly. In some cities, self-interest is the only leading motivation and it often refers to economic profit; therefore, economic aspect of urban diplomacy is one of the vital elements of cities' international activities. That is, urban diplomats can ensure economic profit for their cities in two ways. They can attract tourist, establish representative offices of foreign companies, cooperation with international organizations, and holding international events in their cities or export their service and knowledge

and enter into an agreement with other cities (Van der Pluijm & Melissen, 2007).

The relationship between global economy and urban diplomacy in globalization process is an issue that has been proposed very seriously in modern urban management currently. In this regard, it has been tried to explain and analyze the relationship between economic globalization and urban diplomacy policy by using SWOT quantitative-analytical model and brainstorm qualitative method, to present a systematic image of strengths, weaknesses, threats, and opportunities of economic globalization impact on urban diplomacy of Tehran metropolis, and introduce diplomatic structure of Tehran Metropolis facing with manifestations of economic globalization.

In this regard, the basic problem of this study is that Tehran Metropolis has not been affected by economic globalization for different reasons. Because of comprehensive urban diplomacy in the world and widespread emergence of inter-city cooperation in economic fields, Tehran Metropolis can use the tools of this type of diplomacy in line with its economic and industrial development to solve some economic and employment problems.

Research questions are as follow:

What are the strengths and weaknesses of Tehran Metropolis urban diplomacy?

What are the opportunities and threats of Tehran Metropolis urban diplomacy?

Has Tehran Metropolis been successful in introducing urban diplomacy based on economic globalization and global economy as a tool to its economic boom?

Is a certain model of urban diplomacy based on economic globalization and global economy needed for Tehran Metropolis?

Research purposes are as follows:

- Investigating and evaluating economic status of Tehran Metropolis to enter urban diplomacy

- Identifying strengths, weaknesses, opportunities, and threats of Tehran Metropolis urban diplomacy in relation with international cooperation and presenting effective and practical strategies to use the components of global economy

2- Literature Review

Several researches have been done about investigating and identifying the role of economic globalization on the structure of city diplomacy of Tehran Metropolis. In this research, by investigating Iranian and foreign references about city diplomacy and its relationship with economic globalization, it has been tried to analyze studied subject. Some of the researches on this issue are as follow:

Greenway (2000) stated theoretical city diplomacy in order to remove ambiguities of city diplomacy in a book entitled "Discipline the city: A comprehensive approach to urban mission" and explained and analyzed the concept of city diplomacy, its dimensions including economic, communicative etc.

Nejati Hosseini (2011) investigated and explained the relationship between city diplomacy and globalization in an article entitled "city diplomacy; from theory to experience". He considered urban diplomacy as an efficient tool in national development by introducing the space of flows against space of places. According to the results, today, inter-city policies have priority on inter-government policies in political and cultural relations and solving some of the problems and issues that governmental policies are not able to solve them.

Ghoorchi & Amani tried to state globalization process and its impacts on the concepts of global governance, non-governmental international organizations, and city diplomacy and its role in multilateral international cooperation and improving metropolises' position.

3- Theoretical Principles

City Diplomacy

Urban diplomacy is a part of public diplomacy that is against traditional diplomacy. The difference is that city diplomacy is an art and more importantly is applied dealing with people (Mousavi Shafayi, 2010).

This form of diplomacy that the world cities take part in it is the use of the capacity of the world metropolises to develop international inter-city policy instead of intergovernmental policies in the form of urban policy despite citizenship potential (Nejati Hosseini, 2010).

One of the advantages of urban diplomacy is that the limitations that exist in national diplomacy do not exist in urban diplomacy. For example, every country may have an opinion in certain subject that its integration does not exist at international diplomacy level (Nejati Hosseini, 2011).

In terms of urban geopolitics, only European and American metropolises and as well as cities of East Asia countries such as Japan, South Korea, Singapore, and Hong Kong play an effective and pioneer role on global interactions and economic network in the territory of cosmopolis and urban diplomacy. The cities of Middle Asia do not have an effective presence in this global trend (Ahmadipoor et al., 2012).

Some of the different forms of inter-city cooperation in urban diplomacy arena are as follow (Sizoo & Musch, 2008):

1. Twin Towns or Sister Cities: A memorandum of understanding is signed between cities that have a similar aspect such as archaeological, historical, cultural features, joint symbols etc. with each other in order to use each other's capacity to advance certain scientific, economic etc. purposes. Sister city is signed without considering formal agreements between governments by mayors and local managers that have close relationship with citizens leading to cities' economic growth and development.

2. Urban Network Partner: Regionally, cities can form functional urban systems trying to create collaboration to increase competitive superiority of the total region in global economy. The relationship between cities of Singapore, Indonesia,

and Malaysia is the most obvious samples of such actively functional urban systems.

Tehran Metropolitan Status in Urban Diplomacy Arena

Tehran Metropolis has signed sister city contract with some of the world cities. The share of citizens' participation in administering city can be increased by using sister city contract and urban diplomacy policy to achieve Tehran economic development, but this is only one side and this issue has merits and demerits.

Relative advantages of Tehran Metropolis in urban diplomacy arena include:

1. Iran membership in international specialized organizations, particularly Metropolis and United Cities and Local Governments (UCLG) can be a ground for Tehran bargaining and sharing in global governance.

2. Signing sister city MoU between Tehran Metropolis with 17 cities in global cities' network

Table1. Examples of Tehran Metropolis sister city relations in global cities' network

Row	Country	City
1	Cuba	Havana
2	South Africa	Pretoria
3	Russia	Moscow
4	Belarus	Minsk
5	Kyrgyzstan	Bishkek
6	Tajikistan	Dushanbe
7	Kuwait	Kuwait
8	Sudan	Khartoum
9	Brazil	Brasilia
10	Venezuela	Caracas
11	Yemen	Sana'a
12	China	Beijing
13	Turkey	Ankara and Istanbul
14	Iraq	Baghdad
15	England	London
16	Vietnam	Hanoi
17	Philippines	Manila

Reference: (Research Center of Urbanization and Agriculture of Iran, 2011)

3. Asian Mayors Forum and its appropriate position to attract international

participation for city management of Tehran Metropolis

4. Sufficient and expert human resources in the field of city diplomacy and international relations in Tehran Metropolis

5. Nearly 3 to 5 million Iranians in foreign countries and strong potential in terms of international relations

However, deficiencies of Tehran Metropolis in city diplomacy arena are:

1. Lack of effective strategies and solutions of Tehran city diplomacy

2. Low participation of Tehran Metropolis municipal representatives in international and non-governmental organizations

3. Low use of Iranian potential living abroad to participate in international organizations related with city management

4. Relatively poor relationship of Tehran Metropolis with technically international organizations and United Nations

5. Lack of clear rules of local governments in the fields of city diplomacy and international relations in Tehran Metropolis

6. Poor Tehran diplomacy in the international arena

7. Disagreement about joining Tehran Metropolis to international organizations, particularly city diplomacy

Globalization

Some scholars consider globalization as a stage of capitalism or new modernity. Some other introduced it as a new way of thinking. Perraton considers globalization as a process of evolution that downgrades political and economic borders, expands relations, and increases interaction of cultures. In his opinion, globalization is a multi-dimensional phenomenon affecting social, economic, political, legal, cultural, military, and technological activities. (Behkish, 2001). Waters believed that

globalization is a social phenomenon in which geographical borders that affect socio-economic and cultural relations are removed and people become increasingly aware of reducing these restrictions (Waters, 2000).

Globalization-Localization (Glocalization)

Given the important features of globalization-localization that includes integration process of the world people in a single community and downgrading different political, economic, cultural etc. borders, the issue of survival or continuity of local identities has changed into one of the challenging issues of the today's world since according to some experts, globalization has negative impact on local identities leading to eliminate differences. Finally, a certain culture dominates on a wide range of other cultures in the world (Ritzer, 2011).

Against this view, there are dissenting views. Among them, Robertson's world-localization idea is more popular; an idea in which the world interacts with location to produce a distinctive phenomenon named the world-location. The interpenetration of the world and place leads to exclusive results in different geographical areas. Glocalization is the middle status and sociological situation of universalistic globalization and particularist localization.

Universalistic globalization considers all factors equally and generally. It does not want to unify human societies based on the model taken from western modernity by removing differences and ignoring distinctions, but particularist localization considers all factors specific, distinctive, and different. It tries to design a domestic pattern for each society against western civilization (Alderson et al., 2007).

Glocalization intended in this paper, against Roberson's idea that regards relative independence for culture based on his definition of globalization and explains glocalization based on simultaneous occurrence of two localization and globalization processes in culture (Robertson, 2003), is proposed merely in economic arena intended to the commodification of local culture and flexible specialization that makes it possible to fit many products with the needs of local various coordinates. It creates global-local markets through interaction of the global market with local markets that integrates the demands of global market with the realities of local market.

Economic Globalization

The first common perception of economic globalization is synonymous

with internationalization that considers the growth of international exchanges and interactions. In the second usage, economic globalization is equivalent to liberalization. In this attitude, globalization refers to the process of removing imposed restrictions by government on foreign relations of countries to achieve an open and borderless global economy. In other words, globalization is integration process in international economy in this usage. This type of globalization may be seen in massive reduction or complete elimination of barriers to trade, restriction of foreign exchanges, capital control, and the Visa Waiver Program (VWP) for the citizens of some countries (Schulte, 2000). Figure 1 represents the impacts of globalization on economy.

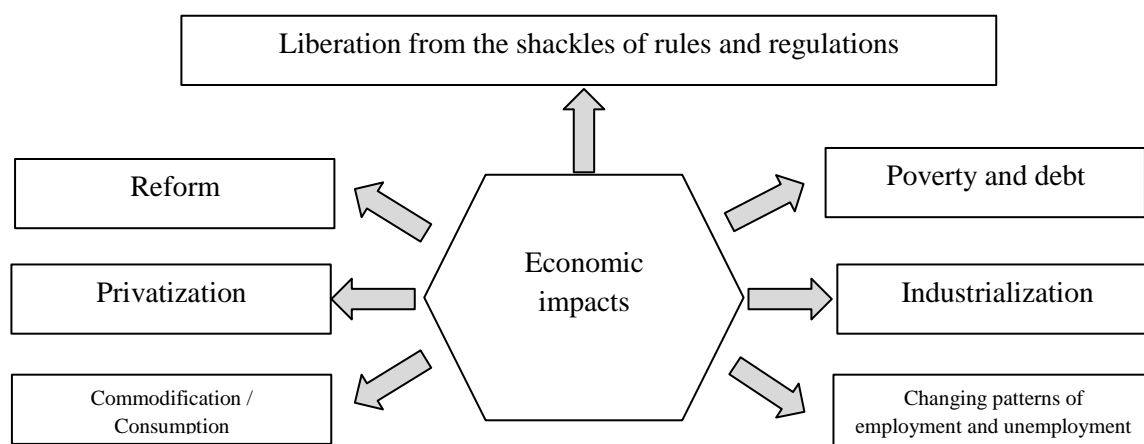


Fig1. The impacts of globalization on economy

Reference: (Rodriguez & Rodrik, 2001)

Analytical Model

This study is explanatory in nature in the realm of policy research aiming to identify related issues, adequacy of Tehran metropolitan city diplomacy policies, and to provide policy recommendations in economic globalization of this city.

According to the researchers, city diplomacy can be investigated in terms of

content based on key issues of urban security, urban development, urban economy, and urban agency (Hubbard et al., 2007).

In terms of practice, city diplomacy can be in two fields of international urban cooperation in the form of sister city and multilateral cooperation in the form of membership, activity in international

institutes and organizations in the field of city management.

Thus, analytical model has been represented as figure2.

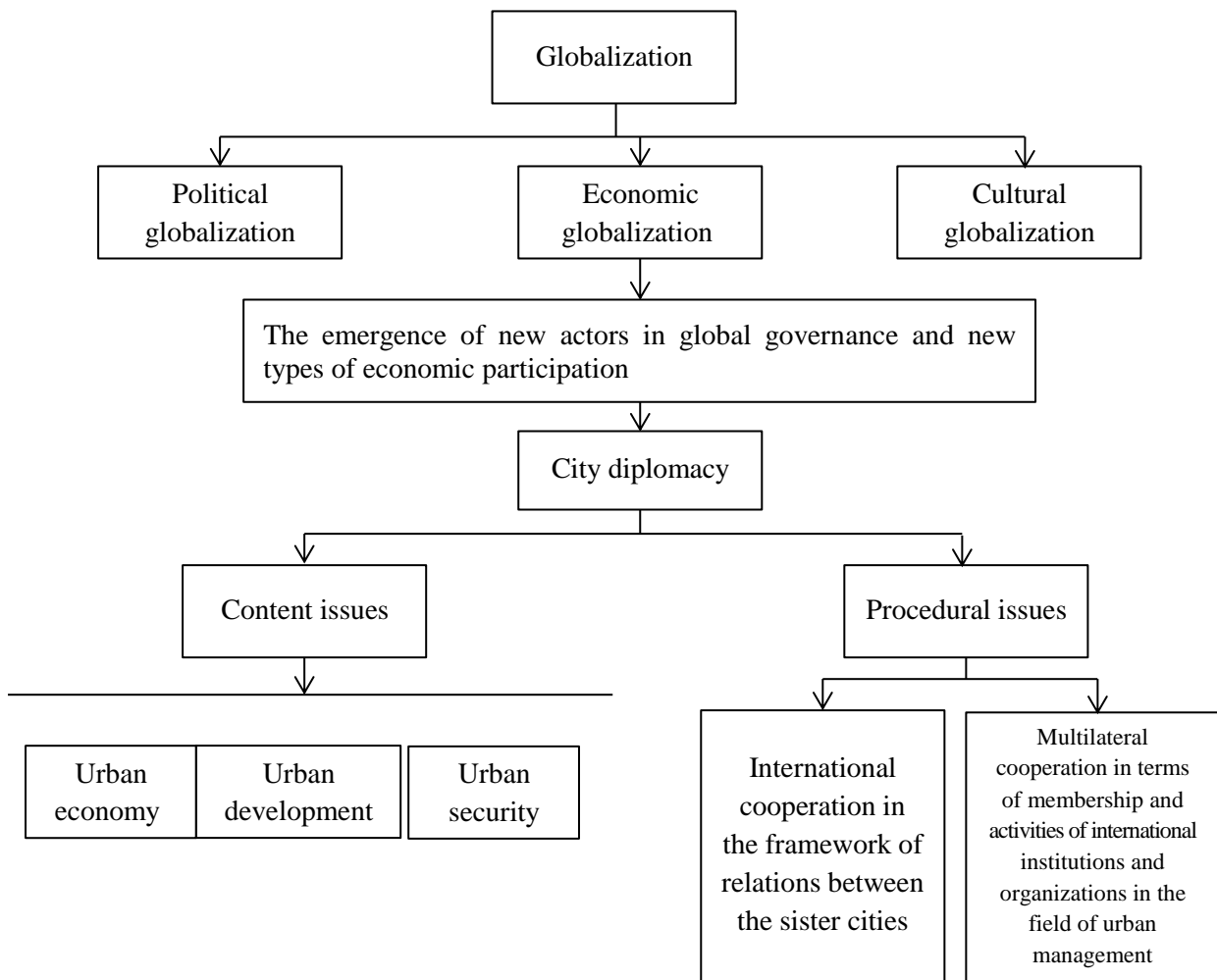


Fig2. Conceptual model

Reference : (Adopted and rearranged the model of Basirat & Jalili, 2014)

Globalization in Tehran

The globalization challenges facing Tehran Metropolis can be investigated internally and externally (Daivid Fried, 2004). Internally, weaknesses, strengths, and functional strategies for effective presence of Tehran Metropolis in global arena are investigated. Externally, economic arena has been noted among all globalization aspects. Before these studies, quantifying this phenomenon, designing and applying appropriate indicators for measurement are required. One of these tools is SWOT method. In this technique, desirable strategies are obtained by regarding opportunities,

threats, weaknesses, strengths, and forming matrix. Finally, by using this model, Tehran Metropolis status and its capacities to enter into global arena can be identified and its requirements can be categorized.

Tehran Position in Economic Globalization Arena

Tehran Metropolis consists of city of Tehran and its demographic, economic, and service centers, regarding administrative divisions; it has 12000 kilometers of 18800 kilometers of Tehran Province with a single market of labor and residence that its components communicate with each other every day.

Evaluation of Tehran Metropolis in Economic Globalization Arena

The methods and indicators of identifying global cities and measuring the degree of globalization require an international standard association with economic criteria (Alderson et al., 2007). Tehran Metropolis position has been dealt with regarding each criterion in the following:

- Direct foreign investment: According to the official announcement and the World Investment Report of the United Nations Conference on Trade and Development (2013), Tehran could only absorb 118 million dollars foreign direct investment (without oil and gas) among other provinces and ranked the third while the volume of foreign direct investment in Istanbul was 8247 million dollars in 2002, and it was 6202 million dollars in Seoul in 2004 (Aghaei, 2013).

- The volume of foreign trade: the volume of export and import in Tehran metropolitan area represents consumerism in Tehran Province so that import is 25 times more than export in Tehran metropolitan area while import and export are balanced in Istanbul and Seoul (www.tehranexpor.com).

- Traffic and air transport at international level: Based on the studies that have been done on the first eight months of 2011, 163 best cities in the world were ranked as centers in displacement of air passengers from less than 2 million passengers to more than 30 million ones. Eight cities of the Middle East are among these cities and Tehran is not among them (Van Woensel & Cruz, 2009).

- The number of foreign banks: According to the statistics of 2013, there were only 44 foreign bank branches in Tehran. This figure is slight in comparison

with developed countries that their average is 182 branches and comparing developing ones that the average is 85 ones (Soleymani and Nazariyan, 2010).

- Generally, according to the raised issues and evaluation of four aforementioned variables, it could be argued that Tehran Metropolis could not have dynamic presence in global network.

4- Research Methodology

The methodology of this research is descriptive by using library references, SWOT analytical model, and brainstorming sessions with 30 experts in the field of economy and diplomacy. SWOT matrix was separately analyzed for economic globalization and Tehran Metropolis city diplomacy. Finally, by weighting related components to strengths, weaknesses, opportunities, and threats facing research problem, economic globalization and urban diplomacy of Tehran Metropolis were explained. SWOT is a model consists of four components including strengths, weaknesses, opportunities, and threats to identify factors systematically that the strategy should be the most compatible with them. This model is based on the fact that an effective strategy should maximize strengths and opportunities of a system, on the contrary, it should minimize weaknesses and threats (Hekmatniya & Mousavi, 2004). The process of SWOT analysis in this study is as follow:

- Identifying the structure of SWOT analysis

- Brainstorming to identify internal economic factors of Tehran Metropolis (strengths and weaknesses), external economic factors, and manifestations of economic globalization (opportunities and threats)

- Prioritization of internal and external factors and inserting chosen factors according to their priority

- Forming SWOT matrix
- Comparison of internal and external factors with each other and specifying SO, WO, ST, and WT strategies

- Determining actions needed to carry out the strategies

- Investigating the results

5- Research Findings

Weaknesses should be controlled based on SWOT analysis in order that they change into strengths and in line with external opportunities. However, threats should change into opportunities. Thus, as mentioned before about the economy of Tehran Metropolis, some of effective factors on economic globalization and forming city diplomacy based on that are evaluated:

The Analysis of Effective Factors on Economic Globalization of Tehran Metropolis

To analyze the effective factors on economic globalization of Tehran Metropolis, a table is formed. Based on internal factors (weaknesses and strengths) and external factors (opportunities and threats), it has four columns including factors, weights, ranking, and weighted score.

In the first column, i.e. internal or external factors, the most important strengths, weaknesses, opportunities, and threats facing system are listed.

In the second column, i.e. weight, each factor is weighted from one (the most important) to zero (the least important) based on their possible effect on current strategic status (based on the results of identification and analysis of the status quo).

As the weight is more, its impact on system's current and future situation will be more (the sum of the second column is one, regardless of number of factors).

In the third column, i.e. rating, each component is scored from 4 (very good) to 1 (poor) based on its importance. It indicates how system responds to each component.

In the fourth column, i.e. weighted score, the weight is multiplied on score (the second column on the third column) in order to obtain weighted score. Thus, a weighted score from 1 to 4 is obtained for each component. The average is 3.

Finally, the weighted score of internal and external components in the fourth column are summed separately and the weighted score is calculated.

The total weighted score indicates how a system responds to potentially current dimensions and components in its external environment. Always, the average of total weighted score in a system is 3 in one field (Hunger & Wheelen, 2002). As this value is higher, it is more important, and if it is less, its importance and effectiveness will be less as well.

The Results of Effective Internal Components Analysis on Economic Globalization of Tehran Metropolis (IFAS)

To organize internal dimension of this analysis, positive and negative functions of global economy on Tehran Metropolis economy were calculated in the form of weaknesses and strengths facing Tehran Metropolis confronting global economy by using grading factors and given the importance of each of strength and weakness and their effectiveness as represented in tables 3 and 4:

Table2. The results of internal components analysis of Tehran Metropolis economic globalization (strengths)

Strengths	Weight	Score	Weighted score
Economic activity	0.18	4	0.72
cheap labor force in Tehran	0.17	4	0.68
History and culture of Tehran Metropolis	0.08	3	0.24
Diverse climatic and geographic conditions of Tehran Metropolis and its surrounding cities	0.09	3	0.27
Strategic position of Tehran Metropolis as the capital city	0.09	3	0.27
Tehran's attractiveness to foreign investment firms	0.06	1	0.06
Demographic and financial position of Tehran Metropolis	0.09	3	0.27
Tehran as Iran's main metropolis	0.24	4	0.96
Total	1	-	3.47

Reference: (Researchers' findings)

Table3. The results of comparative analysis of effective internal components on economic globalization of Tehran Metropolis

Weaknesses	Weight	Score	Weighted score
some inefficient commercial -economic laws	0.18	4	0.72
low number of R & D in production and industrial units of Tehran metropolis	0.18	4	0.72
Inattention to some consumers' rights and lack of observing some international standard regulations in domestic products	0.17	4	0.68
Lack of effective presence of private sector in Tehran Metropolis economy arena	0.17	4	0.68
Lack of appropriate economic, urban, welfare etc. infrastructures in Tehran Metropolis compared with global scales	0.09	3	0.27
Influence of some political decisions on Tehran's economy	0.09	3	0.27
Non-productive liquidity in the market of Tehran Metropolis	0.07	2	0.14
Increase in motivational factors for experts' migration	0.03	1	0.03
The existence of foreign commodities in Tehran market despite domestic product	0.02	1	0.02
Total	1	-	3.53

Reference: (Researchers' findings)

The Results of Effective External Analysis on Economic Globalization of Tehran Metropolis (EFAS)

To organize external dimension of this analysis in the form of global opportunities and threats facing economy of Tehran Metropolis, by using scoring factors, given

the importance of each opportunity and threat, and considering the effectiveness of each of them on positive and negative functions of global economy on Tehran Metropolis economy were calculated as represented in tables 4 and 5.

Table4. The results of comparative analysis of effective external components on economic globalization of Tehran Metropolis (opportunities)

Opportunities	Weight	Score	Weighted score
Economic units access of Tehran Metropolis to advanced technology and establishment of R&D units with other cities of the world	0.35	4	1.4
Increase in economic production scale of Tehran Metropolis economic units and reducing production costs	0.32	4	1.28
Expanding the scope of international trade of Tehran Metropolis economic firms and development of domestic market	0.17	4	0.68
Providing more opportunities for economic companies and firms of Tehran Metropolis to supply their domestic commodities	0.08	2	0.16
Development of financial resources of active economic companies and firms in Tehran Metropolis and its surrounding cities	0.08	2	0.16
Total	1	-	3.68

Reference: (Researchers' findings)

Table5. The results of comparative analysis of effective external components on economic globalization of Tehran Metropolis (threats)

Threats	Weight	Score	Weighted score
Rapid transmission of some economic problems of Tehran Metropolis across the world	0.18	4	0.72
Inevitable competition of producers and economic firms of Tehran Metropolis with the world producers	0.17	3	0.51
Focusing on professional and skilled laborers and simple workers' unemployment	0.17	3	0.51
Changing the scope of economic and welfare expectations of Tehran citizens	0.17	3	0.51
Increase in consuming foreign commodities	0.17	3	0.51
Reducing the role of neighborhood economy	0.14	2	0.28
Total	1	-	3.04

Reference: (Researchers' findings)

After analysis of economic globalization matrix in Tehran metropolis, the matrix of urban diplomacy position of this metropolis was analyzed in global economy system considering theories and information of this paper.

The Results of Effective Internal Components on City Diplomacy of Tehran

Metropolis Facing with Global Economy (IFAS)

To organize internal aspect of this analysis, in the form of strengths and weaknesses facing city diplomacy of Tehran diplomacy confronting global economy, positive and negative functions of global economy on city diplomacy of Tehran metropolis were calculated by

using scoring factors and given the importance of each strength and weakness and their

effectiveness as represented in tables 6 and 7:

Table6. The results of internal components analysis of city diplomacy of Tehran Metropolis facing with global economy (strengths)

Strengths	Weight	Score	Weighted score
High urban security of Tehran Metropolis	0.24	4	0.96
Strategic position of Tehran Metropolis as capital	0.23	4	0.92
Signing sister city MoU of Tehran Metropolis with 17 global cities	0.18	3	0.54
Increase in political and economic relations of Tehran Metropolis with the cities of neighboring countries	0.18	3	0.54
Holding large international conventions in Tehran Metropolis	0.17	1	0.17
Total	1	-	3.13

Reference: (Researchers' findings)

Table7. The results of comparative analysis of internal components of Tehran Metropolis city diplomacy facing with global economy (weaknesses)

Weaknesses	Weight	Score	Weighted score
The weakness of specific organizational structure in city diplomacy in Tehran Metropolis Municipality	0.23	4	0.92
Lack of implementation of 17 sister city MOUs of Tehran with global cities	0.23	4	0.92
Inattention of executive managers of city of Tehran to city diplomacy importance in international affairs	0.23	4	0.92
Limited presence of municipal representatives if Tehran Metropolis in international organizations	0.23	4	0.92
Poor relationship of Tehran Metropolis with internationally technical organizations	0.09	3	0.27
Weakness of locally specific regulations in the field of city diplomacy	0.08	3	0.24
Total	1	-	4.19

Reference: (Researchers' findings)

The Results of External Aspect Analysis of Tehran Metropolis City Diplomacy Facing with Global Economy (EFAS)

To organize external aspect of this analysis, in the form of opportunities and threats facing city diplomacy of Tehran diplomacy confronting global economy,

positive and negative functions of global economy on city diplomacy of Tehran metropolis were calculated by using scoring factors and given the importance of each strength and weakness and their effectiveness as represented in tables 8 and 9:

Table8. The results of comparative analysis of external components of Tehran Metropolis city diplomacy facing with global economy (opportunities)

Opportunities	Weight	Score	Weighted score
Asian Mayors Forum Representative Office in Tehran and opportunity for active participation of this metropolis with Asian cities	0.32	4	1.28
Preparing the ground for more relationship of Tehran Municipality with the world embassies	0.32	4	1.28
3 to 5 million Iranian people living abroad, as strong potential in terms of international relations	0.20	4	0.80
Iran membership in internationally specialized organizations such as Metropolis for city managers bargaining in urban economy development arena	0.09	3	0.27
Expert human force in Tehran Metropolis to enter into global-urban city diplomacy arena	0.07	3	0.21
Total	1	-	3.84

Reference: (Researchers' findings)

Table9. The results of comparative analysis of external components of Tehran Metropolis city diplomacy facing with global economy (threats)

Threats	Weight	Score	Weighted score
The weakness of fundamental strategies to enter into Tehran Metropolis to international cooperation arena	0.31	4	1.24
The position of world powers against Tehran boycotting of the many international benefits	0.23	3	0.69
Disagreement about joining Tehran Metropolis to international organizations and expansion of legal inter-city relations	0.23	3	0.69
Political disorders and civil war in some neighboring countries	0.23	3	0.69
Total	1	-	3.31

Reference: (Researchers' findings)

Identification and Analysis of Strategic Components

Given the information of weighting tables and ranking strengths, weaknesses, opportunities, and threats of economic globalization and city diplomacy variables about Tehran Metropolis, and depending on Tehran Metropolis situation facing

with affected global economy and city diplomacy is adjusted with which matrix cells, a specific macro strategy was prescribed for each of these two studied variables, and all main strategies of Tehran Metropolis are based on this strategy in these two fields.

The score of external factors

4	3	2	1
3	6	5	4
2	9	8	7
1			

The score of internal factors

Diagram1. The matrix of SWOT macro strategies

Reference: (Researchers' findings)

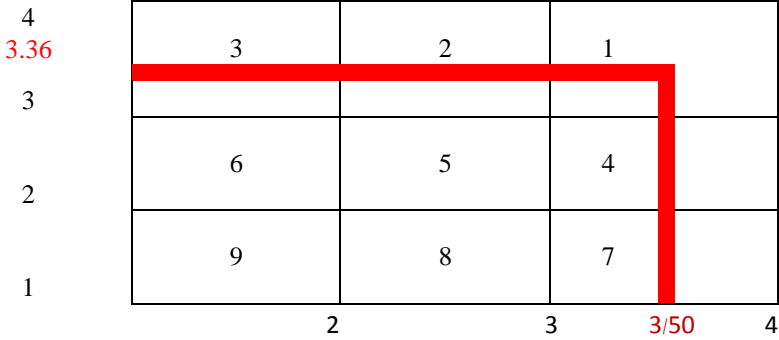
Aggressive/ competitive strategy (SO)
→ number 1 (focusing on internal strengths
and appropriate use of external opportunities)

Diversification strategy (ST) →
numbers 2 and 4 (focusing on internal
strengths ad fighting against external threats)

Revision strategy (WO) → numbers
3, 5, and 7 (focusing on external opportunities
by reducing internal weaknesses)

Defensive strategy (WT) → numbers
6, 8, and 9 (focusing on vulnerability)

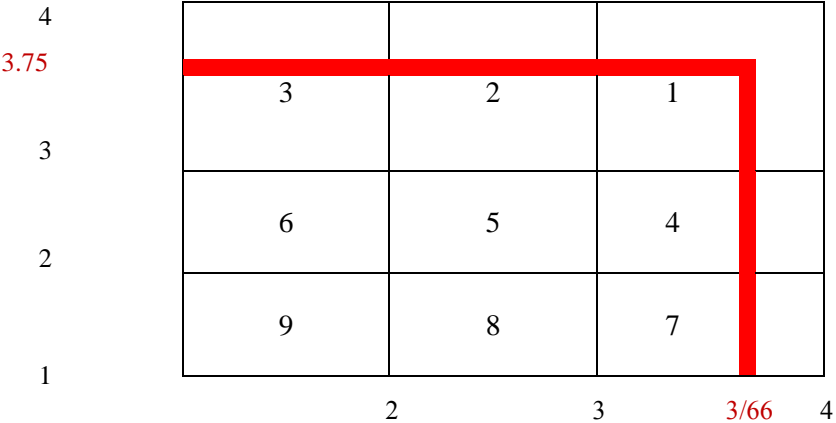
The score of external factors



The score of internal factors

Diagram2. The matrix of effective macro strategies facing Tehran Metropolis with global economy
Reference: (Researchers' findings)

The score of external factors



The score of internal factors

Diagram3. The matrix of effective macro strategies of global economy on city diplomacy structure of Tehran Metropolis

Reference: (Researchers' findings)

As it was mentioned before, the weighted score indicates how a system responds to potentially existing aspects and components in its external environment. As the average of total weighted score in a system is more than 3, its importance is more and vice versa. According to the information contained in figures 2 and 3, it can be stated that the impact of the selected strategic components of this research on facing Tehran Metropolis

with global economy was high. High component of opportunities indicates that Tehran Metropolis has valuable opportunities facing with global economy. By investigating diagram3, that is about effective strategic components of global economy on city diplomacy structure of Tehran Metropolis, and high weighted score and weight of opportunity and strength components, it can be asserted that the strategy of Tehran Metropolis , regarding the issue of global

economy and facing city diplomacy of this metropolis, can be basically defensive/competitive (SO). This strategy is based on internal strengths and appropriate use of external opportunities. For becoming more competitive of Tehran metropolis relationship with global economy and implementation of its manifestations in city diplomacy, following strategies are presented:

- The cooperation of Tehran Metropolis with international organizations and bodies and increasing its participation in economic relations and global diplomacy

- Setting up small economic units with cooperation of international economic firms and Tehran Metropolis municipalities participation in all urban areas regarding cheap labor force aiming to reduce production costs

6-Conclusion

In the last decades, city diplomacy has played a significant role in developing cities and joining domestic potential with international opportunities through network cooperation. Undoubtedly, with cities' integrity in different economic, cultural, and social fields in the not too distant future, a global village and a process called globalization may be formed with actors such as cities, citizens, empowerment of NGOs and local governments in line with national purposes. From one hand, increasing trend of communicative technologies, and inefficient government's policies in most cases, and on the other hand it has helped to accept city diplomacy with the thought of globalization as a tool for economic boom and other human dimensions. Confrontational or understanding stance in this arena depends on the general policies of the system. Increasing trend of cosmopolis

number that exchanges ideas, thoughts, technologies, and information and reach to the necessary agreements earlier have high economic, social, and cultural development. On the other hand, isolation and withdrawal from the world and relying on domestic sources will result in backwardness in all aspects of national in long term. One of the fundamental strategies of city diplomacy is economic development of cities in the network of partner cities. Given the strategic location of Tehran Metropolis in middle Asia, and its potential and actual capacities such as infrastructures, services, tourism areas, medical, production, and industrial centers, it is necessary for this metropolis to participate seriously in order to synchronize its economic development with type of city diplomacy system. City diplomacy can prepare the ground for financial and scientific assistance leading to improve strengths and reduce economic weaknesses of Tehran Metropolis in line with global economy criteria, particularly glocalization. Thus, according to the findings, it can be concluded that any urban policy plan for Tehran metropolitan to enter into the realm of city diplomacy should meet glocalization considerations – i.e. not requirements of globalization or even localization.

Metropolises have been pioneers of city diplomacy in many western countries. Tehran Metropolis is responsible for such position in Iran. City of Tehran, regarding its political, economic, and social location than other Iran and region's metropolises can be influential in improving the position of global economy regionally and internationally by taking city diplomacy. Therefore, it is necessary to enhance the position and role of Tehran

metropolis in global arena and to absorb domestic and foreign investments. Regarding development capacities in the form of national development aspects and in line with using international opportunities in inter-city relations, this metropolis requires effective and active city diplomacy given cultural and political requirements, and international environment.

In this regard, there should be appropriate structure for Tehran's organizational capacity, regarding bodies related to city diplomacy such as economic, social, and public cultural bodies without depending on government and organizationally technical management responsible for city diplomacy to enter into internationally urban relations and city diplomacy. According to the current realities, Tehran Metropolis and its city management need to be institutionalized and primary ground should be prepared.

Thus, according to the raised theoretical issues in this paper, it is suggested to apply glocalization model as an appropriate pattern for Tehran Metropolis based on the fitness of aggressive/competitive (SO) strategy.

In other words, according to Robertson's glocalization theory, glocalization model is fitted for Tehran Metropolis better seeking to adopt globalization requirements with dignities of city diplomacy of Tehran Metropolis given local conditions in order that localization to be consistent and balanced with entrance into globalization.

Following recommendations are provided to facilitate city diplomacy process of Tehran Metropolis:

- Public will to promote Tehran Metropolis as a premier city in the region and the world
- Sufficient legislations and documents to support globalization of Tehran Metropolis

including approved comprehensive plan of Tehran

- Tehran Metropolis membership in international non-governmental professional organizations related to city diplomacy
- More attention of senior managers of Tehran Metropolis Municipality to the importance of city diplomacy in international affairs

Therefore, Tehran Metropolis access to diplomacy-oriented management in global economy relations requires comprehensive look in order to take advantage of opportunities with conscious will and attempt to remove bottlenecks and deficiencies to promote city management and meet Tehran citizens' needs. Tehran's hosting Asian Mayors indicates a new path at the level of interaction between nations and governments, and new arenas in development of city diplomacy will be ahead of local governors. Tehran Metropolis can take advantage of such benefits.

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