

Explaining and Surveying the Pattern of the Globalization Process of Tehran Metropolis and the Requirement to Consider Opportunities

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Abstract: As the capital and most populous city of Iran, the metropolis of Tehran possesses both considerable potential and numerous constraints in comparison to other cities within the country regarding the process of globalization. The process of globalization necessitates a multitude of elements, including platforms, opportunities, challenges, expertise, and substantial financial, scientific, and social cultural resources. This study's objective is to examine the advantages and disadvantages of the globalization of the Tehran metropolitan area. This research employs foundational data theory as its methodology. The data necessary for this study were obtained through semi-structured interviews with fourteen urban management experts. A saturation stage is attained to ascertain the number of participants and to guide the targeted selection process. "Opportunity management" was selected as the subject of study. This phenomenon is the result of unmanaged potentials and internal constraints serving as causal conditions. The primary factors that influence this issue (opportunity for opportunity to be lost) are the political maneuvering of officials and the structure of the media. As per the participants' assertions, opportunities can be converted into barriers to globalization through the implementation of effective population policies and solutions that generate opportunities. According to the findings of the study, Tehran has presented an artificial, superficial, and imported facade of urbanization in comparison to its parallel cities. However, none of its stable indicators have it.

Keywords: Urban world, Tehran metropolis, urban management, Globalization capacities, Globalization opportunities.

Introduction

In all traditional and modern societies, the globalization of cities is an undeniable fact; it is a problem that varies according to the cultural and economic contexts and subcultures of each society; it is unavoidable; and its advantages and disadvantages fluctuate. It establishes a fundamental basis for all tangible and intangible elements, encompassing developments and adjustments in transportation, macroeconomic aspects, social interactions, traditions, political matters, architecture, and urban progress, among others. Transformations in cities result from globalization processes, and cities in turn influence globalization through their modifications. Internationalization is spatially manifested in contemporary urban dynamics, whereas urban transformations alter and reconfigure globalization processes. Through the global network of cities, the emergent global system of production, market, finance, services, communication, culture, and politics is spatially formed. Alterations in the global economy, culture, and politics significantly impact the architectural evolution of cities across the globe.

An important determinant of urban transformations is the expansion of communication and cities' reliance on global trends. The vulnerability of urban areas to global influences is growing. In order to comprehend urban transformations worldwide, it is essential to become acquainted with expanding economic, cultural, and political trends on a global level (Short and Jung, 2007: 31). Consequently, countries have involuntarily or involuntarily become participants in the globalization phenomenon, thereby immersing themselves in an immense arena of competition encompassing economic and commercial dimension. Morner is persuaded as follows: As the rate of globalization of the economy quickens and international investment flows increase, the competitive pressure on commercial activities

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has increased to the present day. As key locations for modern development, many of the cities involved in the aforementioned process are engaged in a never-ending struggle for position within the global city network in order to draw in future investment possibilities (Sahai, 2016). In order to establish and strengthen their place in the globalization network, policymakers and city administrators are attempting to use all of the chances, capabilities, and resources at their disposal in order to compete in the new global economy.

"Cities classified as global cities are those that not only facilitate the movement of capital around the world via information, capital, and other physical flows within the transnational financial network, but also reap the benefits of this movement in order to enhance their diverse economic, political, social, and physical aspects. (Azad et al., 2013: 93) "they take" The economic, managerial, and governance conditions as well as the urban management method have the appropriate platforms for change and limited growth and globalization of Iran depending on these platforms and conditions; it has the necessary preparation in using the economic, political, and communication capacities. These studies have been conducted in the field of globalization and the position of the country of Iran and the metropolis of Tehran. That opportunities will become limited and Tehran's globalization program will encounter complex problems and inconsistencies across a range of dimensions if appropriate foundations are not provided; as a result, the researcher's primary challenge in this study is to explain and analyze process patterns. The globalization of Tehran's metropolis involves a study and analysis of the opportunities and constraints associated with the process of turning Tehran into a global city. The researcher aims to produce a summary of the capacities and constraints of this globalization as well as a paradigmatic model that explains these constraints and opportunities, along with strategies to facilitate this flow and illustrate its outcomes. As a result, the study aims to provide a solution to the following question: What are Tehran's political, economic, and opportunity capabilities in relation to globalization? Additionally, the research's specific goals are as follows:

- 1- Analyzing the approach of globalization phenomenon of Tehran metropolis among city managers.
- 2- Analyzing the approach of managers, and urban experts to the limitations and political and economic capacities of the metropolis of Tehran in the path of globalization.
- 3- Surveying the intervening conditions in making political and economic opportunities and limitations of globalization in Tehran metropolis.
- 4- Studying the political and economic consequences of the globalization of Tehran metropolis.

Experience background

Rostam Abadi (2022) demonstrates in his research that urban development programs have resulted in an increase of "binding" social capital, as examined through the lenses of two distinct methodologies, namely "bridging" and "binding." That is to say, it has influenced the process of diminishing the social capital of "Bridging" by establishing "beneficiary" groups that gain the most from these schemes. The aforementioned process has exacerbated the adverse consequences of globalization, including but not limited to materialism, environmental degradation, and the reduction of national and local identities.

According to Ayvazalo's (2018) study results, Tehran has made the problem of globalization and competitiveness a fundamental component of its growth in recent decades in order to link with other cities and be a member of the global city network. This city's competition with other cities can be organized at two levels: either locally, where Tehran competes with other cities within the country, or regionally, where Tehran competes and collaborates with cities in Southwest Asia and adjacent countries. The findings of this study demonstrate that the concentration of power and rent in Tehran affects competition at the local level. Put another way, Tehran no longer needs to compete with other cities at this level due to its relative advantage or, as some have put it, competitive advantage and cooperation with other cities across the country has also been impacted by this imbalance in the rent and power accumulation. However, Tehran's competitiveness at the regional level is impacted by national government foreign policy and political matters.

Hayati (2016) conducted a thesis that assessed the condition of the Mashhad metropolis by analyzing economic, social, cultural, and physical indicators. He utilized the fuzzy hierarchy model and consulted with residents, experts, and urban managers to identify the challenges and opportunities that hinder the metropolis's participation in the global arena. It indicates that, as the second holiest city in Islam and the location of the second pilgrimage, the metropolis of Mashhad occupies a subordinate position among cities worldwide; city administrators must document their plans in order to enhance this standing. In their research, Khatam and Ahmadipour (2023) aim to discern specific challenges that arise as a result of the political control over physical space in the Tehran metropolitan area. This study examines how the accumulation of power and wealth in the Tehran metropolitan area is largely influenced by the government's oil revenues. This accumulation ultimately leads to the consolidation and concentration of numerous government organizations and institutions in the Tehran metropolitan area, as well as the formation of parallel functions with urban management organizations. Ultimately, this has resulted in the political management of space.

In a research titled "The Globalization of Tehran Metropolis: From Reality to Ideal and the Challenges of Global City Management," Mousavi (2016) highlights the trend of cities becoming into megacities, which was first introduced by Peter Hall's notion of the global city. According to Mousavi, a crucial aspect pertaining to the conversion of cities into global cities is their extensive demographic, commercial, and financial capacities, alongside with communicative and social mobilization skills. In light of the aforementioned circumstances, the transformation of Tehran from a metropolis with mostly local and regional influence to one with a dominant trans-regional standing necessitates the implementation of comprehensive and robust managerial approaches. The study conducted by Ahmadi Nohadani and Zanganeh Shahraki (2016) explores the genopolitical factors that contribute to the need of effectively administering the city of Tehran to achieve global excellence. One of the outcomes of globalization is the elevation of inter-city linkages and urban networks to a global scale. One fundamental issue prevalent in Iran pertains to a tendency towards localized and non-global perspectives. This inclination manifests in an excessive focus on disparities and divergent elements, rather than emphasizing shared characteristics. Furthermore, Iran exhibits a proclivity for disseminating its own viewpoints and preferences to other regions, rather than engaging in intellectual and scientific exchanges. The administration and governance of Tehran, as the capital and primary governmental hub of Iran, must necessarily be influenced by global dynamics and interconnected with processes of globalization. The achievement of significant success in the optimum administration of Tehran city necessitates due consideration of the components and features of globalization, as well as active coordination with global aims. The findings of this study also demonstrate that the process of development necessitates the generation of economic resources, which is contingent upon the advancement of the economy within a competitive framework. In their study titled "Qualitative Examination of Globalization Prospects for Tehran Metropolis," Rezvani et al. (2022) assert that the primary obstacle hindering the globalization process in Tehran is the crisis management, resulting in situational regressions in managerial practices.

An article entitled "Compilation, Screening and Prioritization of Planning Indicators for Urban Development Stimulating Projects" by Sarvar et al. (2020) attempts to examine aspects of these developments as they pertain to the city through a review of expert writings and opinions. In the form of transnational communities and cultural diversity, a new definition of time and geography has emerged as a consequence of these various changes. Under these circumstances, urban spaces and their design are redefined, and new conceptual, geometric, and shape formats are developed across various strata and magnitudes of the city in accordance with the network system of cities and the novel design methodology that emerges from the convergence of economic, cultural, political, and technical-technical conditions. Ilkhani (2019) demonstrates in his research that despite historical documentation emphasizing the contrary, Tehran's resistance to capitalism prevents it from attaining the status of a global metropolis. Because the capitalist system and westernism are refuted in the constitutionally mentioned propositions and directives. Sharifi's (2016) research indicates that Tehran has not made the most of its current capabilities to establish itself as a global metropolis, and it contains little to no indication of globalization.

According to a study titled "The Impact of Globalization on Cities" by Beyhan Kara (2019), globalization encompasses the heightened movement of capital, people, goods, concepts, images, ways of life, and policies. This phenomenon influences cities via both local and global dynamics, ultimately resulting in modifications at the metropolitan and micro-urban levels. In conclusion, the researcher asserts that globalization exerts a significant impact on various spatial, economic, and social patterns, which subsequently have an effect on cities albeit not resulting in identical spatial patterns.

According to Monhanty's (2019) study on "Globalization and Cities," cities both impact and are impacted by the processes of globalization. Urban transformations are mostly driven by processes of globalization. In this study, he emphasizes the necessity for a reevaluation of our understanding of globalization and cities, particularly global cities, with regard to division, power, and sustainable urban inequality. This is because, contrary to expectations, the economic and internal problems that have emerged with modern urbanization prevent cities from becoming "islands of reforms" and from using the enormous global political economy that is created in them. The study's findings demonstrate the need for a variety of approaches to create livable cities with acceptable environmental conditions, public services, and safety standards in order for these changes to result in a healthy city.

Fundamental approaches to the globalization of metropolises

The world's growing dependence, technological advancements, and the fact that, in the global era, our lives find more meaning in a collaborative future rather than being influenced by the past and tradition are Giddens' three main effects of globalization (Giddens, 2019: 49). "Giddens Anthony, He thinks modernity is intrinsically international and regards globalization as a contemporary phenomenon. The global capitalist economy, the international division of labor, the country-state system, and the global military system are the four homogeneous categories that make up the dimensions of globalization. Giddens identified these four pillars of modernity, which are the capitalist system, industrialism, supervision and control (and specifically, the political control of the country-state), and military power. Giddens's link between modernity and globalization is indicative of his view that the latter is either the expansion of modernity or the globalization of modernity. According to Dehshiri (2014), these four surface elements are seen to be the four aspects of modernity that have expanded widely.

Sassen's global city theory investigates two entirely distinct facets of major big cities. While simultaneously highlighting the cultural diversity and conflicts that arise from such differences and diversity (e.g., the rise in slums and the influx of migrants to major cities), he considers the new cities to be the epicenters of capitalist and economic influence. Globalization is shaped in each city in accordance with the indigenous and cultural milieu of that society, according to Sassen's global city theory; this form of localization of the urban world is the key to comprehending its hidden realities.

"Upon further analysis of the fact that a growing proportion of urban peripheries are consolidated in major cities (e.g., Latinos and blacks in the United States, immigrants in Europe and the United States, rural migrants to cities in Asia, and the masses of slum dwellers in developing countries), it becomes evident that cities have become strategic locations for the manifestation of an array of contradictions and conflicts." "Therefore, cities may be regarded as arenas in which contradictions resulting from the globalization of capital are manifested" (Sassen, 2007:105).

Like Sassen, David Harvey suggests establishing social justice as a means of countering the differences in opportunity that arise from socioeconomic and cultural divides in large cities among urban residents. "In his opinion, the city is ultimately the product of some kind of disparity in the distribution of money. Cities will inevitably produce conflict and bloodshed among themselves as they develop. The imbalance that exists between social classes and the biological areas as a consequence of their respective growth and uneven economic distribution are the two main causes of this conflict. Harvey argues that the best way to address the issue is to establish social fairness in urban areas by rationally allocating resources and providing an explanation and execution for development initiatives (Fokuhi, 2019: 219).

Based on Castells, the contemporary globalization is the result of information technology revolution and the emergence of a type of network society, which, in continuation of the movement of capitalism, covers the economy, society and culture" (Qezelsefli, 2000: 144).

"Friedman investigated the phenomenon of the formation of global cities, and named global cities as the base point, and capital flow control centers in the global economy. The hypotheses presented by Friedman are as follows:

1. The integration of cities into the global economy and the allocation of functions to cities in the new spatial division of labor are inextricably linked to any urban structural change. The following elements influence the evolution of the performance of cities, particularly the mother cities in the global system:
 - Direction and volume of capital transfer
 - Spatial division of financial, management and production functions
 - Job structure of basic economic activities.
2. Major cities serve as the foundation for the spatial arrangement and entwinement of marketplaces and products around the globe. The cities that are undergoing globalization are arranged in a complicated spatial hierarchy as a consequence of their interconnectedness.
3. The global command and control functions are directly reflected in the structure and dynamics of employment, and production sectors of global cities.
4. World cities are great places for concentration, and accumulation of international capital.
5. The global cities are destinations for a large number of domestic or international immigrants.
6. The global cities are impacted by the contradictory social impacts of the capitalist system and class and spatial polarization.
7. The growth of global cities increased the rate of social expenses, so that these expenses are more than the financial capacity of government" (Sahai, 2016: 34).

Prior experimental studies have mostly focused on the environmental problems associated with megacities or how they stack up against international norms in terms of information, technology, and communication skills. In summary, the topic of this study is comparable to earlier studies in that it looks at the opportunities and threats associated with Tehran's globalization. Additionally, the research methodology, which is based on the opinions of experts in the fields of urban planning and globalization of cities, is also similar. The research's novel feature is the recommendations made by subject-matter specialists, which may be used to the formulation, organizing, and execution of Tehran's globalization initiatives by relevant authorities and managers of urban planning.

Research Method

The objective of this study is to analyze the perspectives of pertinent professionals about the globalization of the Tehran metropolis. This study is based on the collection of participants' perspectives of the possibilities and limits associated with the globalization of Tehran. It aims to explore their knowledge of the causes, contexts, tactics, and effects of this phenomenon, using the grounded theory technique. The chosen research methodology for this study was grounded theory, as it allowed the researcher to obtain in-depth and comprehensive data. The data was collected through interviews with participants who were purposefully selected from professors of Tehran universities and managers. The interviews were conducted using semi-structured questions. The data were studied and assessed by the municipalities of various areas within Tehran, consisting of 14 people. This study surveys the approach of the participants using theoretical, non-probability and purposeful sampling. The samples of participants in this study were selected in a simple, goal-based, snowball¹ method.

The research conducted in this study is based on a descriptive research design, including interview and observation methods with active involvement. The research study included a combination of pre-determined questions and questions derived from the respondents' responses to gather comprehensive data. In addition to the act of transcribing the main elements, the significant and pivotal aspects were documented and then transcribed and scrutinized. In this study, the investigator employs all three categories of notes (namely, cryptic, theoretical, and operational) as deemed appropriate.

¹ Through the introduction of experts and researchers and officials related to the subject through the introduction of previous participants

Once the interview texts had been implemented, they were thoroughly reviewed multiple times to identify any overarching concepts or connections among the sentences. The raw data were subsequently organized into a four-column table (raw data, concepts, sub-categories, and categories) in order to facilitate the training of the relationship between concepts and ideas. Through a process of rereading the interview texts and extracted categories, the researcher mentally constructed the narrative. Subsequently, a paradigm model was constructed to represent the extracted categories from which a theoretical relationship was derived to derive a foundation for the research findings. The determination of the participant for this study was predicated on the attainment of saturation. A focus group comprising eight of the fourteen participants who were more readily available was assembled for the purpose of soliciting their feedback on the validity of the categories and theorems generated in this study.

Table 1 indicates the characteristics of the research participants.

Table (1): Demographics of the participants

Research or executive experience regarding Tehran metropolis	Job	Code
Member of the faculty of Faculty of Social Sciences of Allameh Tabatabai University - University Professor - Student Vice-Chancellor of the Faculty of Social Sciences	PhD	1
Working in the municipality with the position of urban management	PhD in civil engineering and urban planning	2
Professor, Faculty of Social Sciences, Department of Urban Planning, Allameh Tabatabai University	PhD in urban planning	3
Working in the municipality with the position of urban management	PhD in civil engineering	4
Associate Professor of Urban Planning	University professor	5
Assistant Professor, Department of Geography and Urban Planning, Kharazmi University - 15 years of working experience in the municipality from 1995 to 2010, participation in the preferential project of Tehran city	University professor	6
Civil engineering deputy of the 17th district of Tehran municipality - advisor to the mayor in civil affairs and architectural urban planning	Ph.D. in Civil Engineering - Master of Urban Planning Management	7
University professor-urban planning department	PhD in urban planning	8
Professor of Islamic Azad University and head of Tehran city ranking monitoring secretariat - employed in urban management	PhD in urban planning	9
Member of the faculty of Tehran University	PhD in urban planning	10
Advisor to the Deputy of Regional Affairs of Tehran Municipality - Deputy of Project Affairs at the Scientific Research and Development Institute (The Underprivileged Foundation of the Islamic Revolution)	Master of Urban Design	11
Member of the scientific faculty of Mazandaran University	PhD in urban and regional planning	12
Professor of the Educational Department of Social, Urban and Regional Development, Faculty of Social Sciences, Allameh Tabatabai University	PhD in urban planning	13
Professor of Shahid Beheshti University	PhD in political geography	14

A review of experimental and theoretical literature (including pertinent theories, articles, and books) has been conducted to foster theoretical sensitivity. Furthermore, to enhance the credibility of the research outcomes, this study employed various methodologies, including participant evaluation, control and advisory review of conceptual and theoretical findings, and analytical comparisons. Furthermore, the concept of validity receives more attention in qualitative research than reliability. This difference arises from the ontological and philosophical characteristics inherent in qualitative research methods (Felik 2009: 410).

- 1- Control or validation by members: In this study, by validating the extracted categories with the opinion of the respondents (6 persons), they were asked to evaluate the general findings and comment on it. The participants confirmed the validity of provided findings.

- 2- Analytical comparisons: the field findings of the study, by reviewing and returning to the theories and raw data and going from analogy to induction, the correctness of the abstract findings was reviewed.
- 3- Using audit technique: In the open, central and selective coding stage, the opinions of tutors and consultants as well as experts familiar with the method were utilized.

In our study, the open coding method included writing down every interview as soon as we arrived home and then entering all of its key elements into the open coding table. The second phase was grouping all the data that alluded to a single notion and categorizing the subcategory that contained all of the shared concepts. We added the acquired subcategories to a more abstract class during the final open coding step, resulting in the emergence of several subcategories from a single category. These actions have taken the form of returning to the field and procedure many times throughout the data gathering process. We provide a coded interview example to further illustrate the process of moving from raw facts to ideas.

The following methods were utilized in coding and constructing and extracting the conceptual themes and categories of this study:

- 1- From the text of the interviews and the concepts utilized by the participants.
- 2- Selection of categories based on research theories.
- 3- The categories created by the researcher himself.

The table below indicates examples of the sources of category selection.

Table (2): open coding example

concepts	raw data	code
Inevitable conditions of interaction with the world	The globalization of countries has made us interact with other countries	Code 1(3) ¹
Iran's insignificant share in the world economy* ²	In terms of the world economy and world trade, Iran definitely has a very small share, which cannot be compared to Asian metropolises and is not visible.	Code 2(3)
Failure to value the social capacities of Tehran	There are good social capacities, but these social capacities are not easily maneuvered and do not allow globalization.	Code 3(8)
Tehran's weak position among megacities	It seems that it has assigned itself a very weak and lower than average position compared to the metropolises of the world.	Code 4(6)
The requirement for specialized management governance*	The most significant issue is this experience. There is a field of study for city managers. Anyone who wants to become a city manager should have at least several years of experience in the field of city management.	Code 5(11)

The following table indicates the general process of open coding from concepts to sub-categories and categories based on the research data.

Table (3): of concepts into sub-categories and categories

Categories	Subcategories	concepts	code
The amendments to the structure of intelligent management*	Management duties*	The requirement for specialized management governance*	Code 5 (11-13)
		The requirement for managerial changes*	
		Facilitation and flexibility	
	Using the specialized managerial thinking	The requirement for managerial changes	Code 3 (60-62)
		Using internal power and advice and experiences of other countries	Code 4 (13)

¹ The meaning of code is the number of desired participant in the table of participants, and the number inside the parentheses is the number of the raw data (participant conversations in the open coding table).

² The meaning of sign * on the concepts, sub-categories and categories mentioned in the study is the repetition of desired concept. That is, the desired concept was repeated in previous interviews.

Research findings

After the interviews were coded, concepts were selected, and a process involving induction, analogy, subcategories, and main categories was followed, the central paradigm model of "Opportunity destroying" was ultimately selected as the central phenomenon.

Opportunity destroying phenomenon

The phenomenon of destroying chances, as described by the researcher, refers to the loss of significant and crucial economic, social, cultural, and political positions in the global arena as a result of failing to take advantage of globalization and Tehran's expansive metropolis. Potentials that are not handled and internal bottlenecks are the primary factors that lead to this phenomenon. The media landscape and the politicians' political maneuvering are the main factors interfering in this situation (destroying of chances). The participants said that by offering appropriate demographic policies and opportunity-generating solutions, it is feasible to keep opportunities from turning into roadblocks to globalization. The following are the tactics that those involved in the opportunistic phenomena took into consideration:

- 1- 1-Opportunistic solutions
- 2- Collective solutions: Finally, the phenomenon of opportunity destroying, in the current situation, has led to turning opportunities into obstacles.

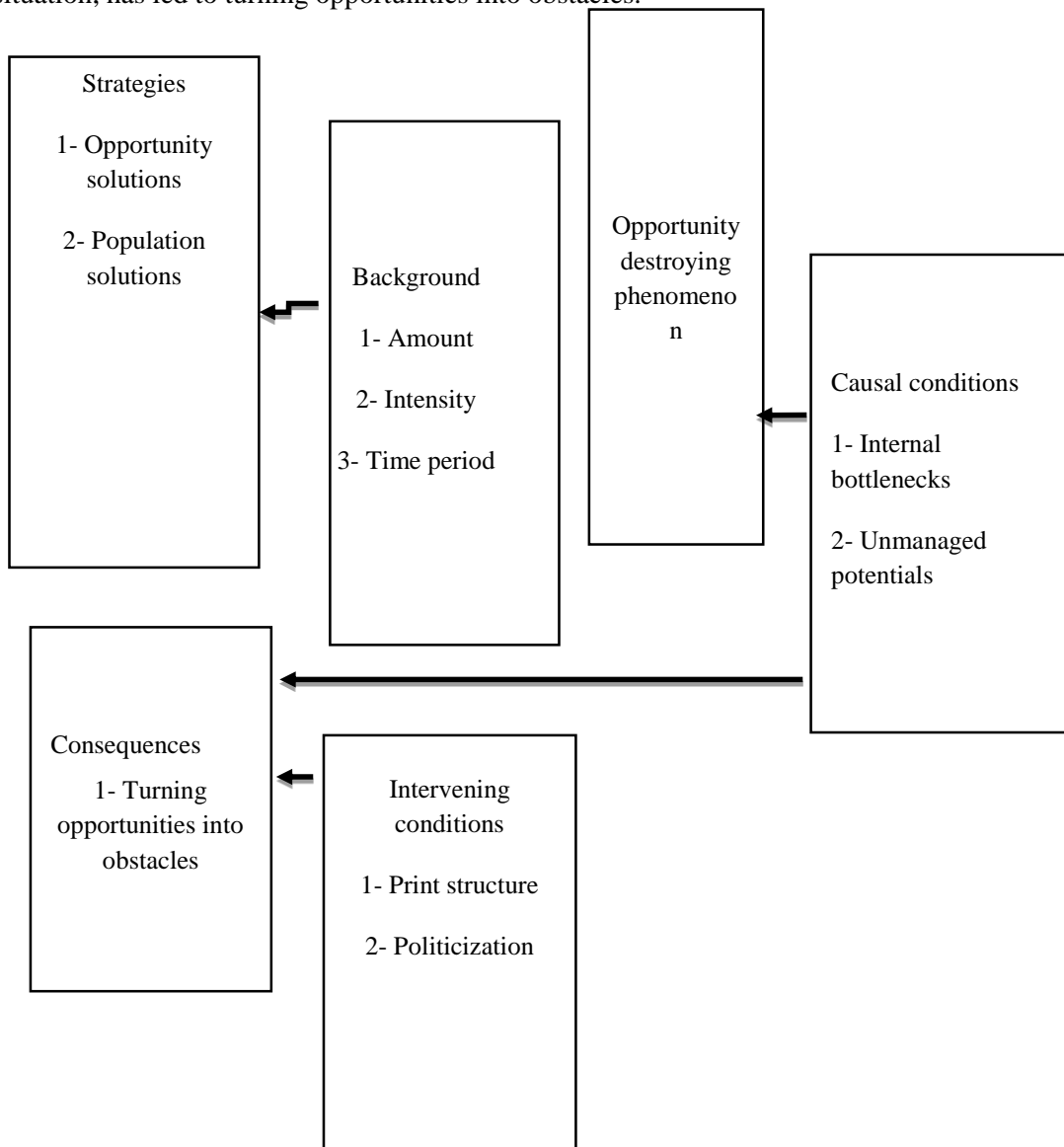


Figure (1): indicates the paradigmatic model of opportunity destroying

Causal conditions of the phenomenon of opportunism

Internal bottlenecks

Code 1: One of its constraints is that we may not be able to align ourselves with those capabilities just yet. Despite the fact that our country has adopted globalization and is utilizing its tools, it lacks the infrastructure and characteristics of other countries that are essential for globalization. We observe that our educational institution must align itself with the global network, but this has not yet been provided for us. Occasionally, an organization will be resistant to accepting anything, and this issue will be imposed regardless of their wishes. It is feasible for each of us to be affected by these changes and expansions; in fact, there was a period not too long ago (a few years ago) when an article pertaining to women was not published, despite the fact that it was written domestically. There was a website for young people in Arab countries that was deemed pornographic in our country and consequently blocked access to it for a period of time. These things can rapidly become pervasive, and the more you attempt to prevent it, the greater the tendency toward it appears; in some places, these laws are extremely stringent. It is incapable of aging and possesses the required momentum.

Code 3: However, they are susceptible to the impact of political and ideological policies, and the primary capabilities of the infrastructure we have developed are often underutilized. Such as impeding the speed of the internet. We possess the essential infrastructure and foundation for the endeavor.

Code 4: Within the second classification, access to high-speed global Internet is necessary to fulfill essential demands and requirements. However, unfortunately, our exclusive dependence on the worldwide internet has rendered us its slaves, as it has the ability to disable our entire information system at will. As a result, major cities such as Tehran and Iran must perpetually be on the verge of concern that, God forbid, estrangement from those who may reside beyond our borders will render us perpetually dependent on them. Obviously, we must decline the suggestions made in part A on account of inadequate e-government infrastructure and the fact that the implementation of artificial intelligence is a criterion for a modern and global city in many countries. Sadly, we are not currently utilizing it. The loss of opportunities and assets resulting from the absence of these technologies and technologies in Tehran and Iran as a whole hinders the city from becoming a global communication infrastructure; therefore, addressing this concern should be a top priority if Tehran is to become such a hub for communication. A smart city is an urban area that possesses the necessary infrastructure to facilitate internal and external communication, including with all countries worldwide.

Unmanaged potentials

Code 2: Several capabilities that have been identified now appear to pertain to young workforce. Extensive industrial facilities and inexpensive land in the vicinity of Tehran that could serve as a good investment. As they discuss the opportunities presented by the availability of inexpensive land, global capitals seek out locations with minimal productivity that can reduce expenses. Appropriate access points may serve as a conduit between the countries of the region, facilitating suitable interactions.

Code 11: We fail to operate the critical capabilities of the infrastructure that we have constructed such as impeding the speed of the internet. We have the infrastructure and the fundamental basis for the work, but because it is influenced by political and religious ideologies, and from a demographic standpoint, I stated that Tehran's nine million inhabitants have created a very good capacity to utilize a variety of individuals, and that the city is teeming with young people. Indeed, these may emerge as potential global forces and interact on a global scale, but...

Code 13:

Unfortunately, the communication capacities and opportunities in Tehran are considerably more constrained than in other global cities and countries. As a result of its historical involvement in old transportation and communication routes connecting various countries, including the Silk Road, which originated during the Achaemenid era, Iran has historically served as a conduit between the Eastern and Western blocs. Unfortunately, at present, Tehran's facilitation of field connections and concentration of economic and social power in the city for neighboring countries is not as significant as it once was. It is possible to utilize the capabilities of all of these non-governmental organizations and NGOs that are active in Tehran in relation to economic and social issues; this is one of the most significant topics that can be addressed in social discussions. The opportunities and population capacities of the Tehran metropolitan area are critical factors that influence the development of countries and cities on a global

scale. Considering that these human resources and population have greatly assisted the city of Tehran in utilizing these various cases, the presence of the population that currently resides in the city of Tehran can be utilized both as an opportunity and as a substantial market for the sale of goods and discussions pertaining to economic propulsion. However, there are also risks associated with this population increasing marginalization in the city of Tehran in the absence of proper land planning and distribution. The potential consequences of Tehran's actions could potentially decrease or eliminate the advantages that this population's capabilities generate.

Intervening conditions of the phenomenon of opportunity destroying

Basme structure¹

Code 13: In the era of urban diplomacy and governance, the most significant obstacles to Tehran's "globalization" are national ideological and political barriers, communication isolation between Tehran and Iran, lack of financial transparency, weak infrastructure and economic structure, and isolated urban management. Globalization and other pertinent factors constitute substantial challenges that warrant careful consideration. As a result, active exposure to the phenomenon of globalization and, in particular, the significance of the issue of city-region competitiveness for policymakers and decision makers in Iran, notwithstanding some programmatic emphasis. Unforeseen is a particular mechanism by which the potential of these regions can be exploited under the unique circumstances of the global economy, which is centered on urban centers. Nevertheless, enhancing the competitiveness of city-regions is not an unattainable aspiration or desire; rather, it is an imperative for attaining their stability amidst the transnational political and economic pressures of the globalization era. Moreover, Tehran has disregarded the aspect of urban competitiveness and its ramifications as a result of globalization in this circumstance. The reopening of managers and ineffective management are the root causes of each of these issues.

Code 4: Unfortunately, we believe that following official directives may proceed. This is incorrect, and the social structures that govern society are those inside the society.

Politicization

Code 12: Prominent economic entities actively participate in the globalized economy. For instance, LG and Samsung, despite experiencing favorable circumstances amidst the sanctions, ultimately opted to disengage and withdraw from Iran. In reality, this circumstance was such that those with fewer resources endured greater suffering than those in more resource-rich strata. A greater proportion of resources is allocated to the privileged and the weaker segments of society are more severely impacted.

Code 7: Revision of national policies via the Islamic Republic of Iran government is the solution when our primary issue is political. Both these measures and their opponents have their roots in the Islamic Republic of Iran system's ideology. Given our ideological stance and the discussions around nuclear energy and other current regional challenges, it seems that we can stray from these policies. Regardless, our ideological perspective is primarily shaped by our Shiite faith. Our attitude to Shiite religion shapes our ideology. The Islamic Republic of Iran cannot possibly stray from these positions because the ideology guiding both the system and the revolution has always been the same. Any departure from this ideology would negate the fundamental characteristics of both the revolution and the system, and there is no doubt that the system exists for no reason at all. I don't believe there is any justification for him to deviate in a manner that would prevent him from directly and specifically contributing to an international division of labor.

Code 10: In addition to not being connected to the global capitalist flow, it appears that there are other barriers, like not offering the conditions necessary for Iran to become a member of the World Trade Organization (WTO), restricting foreign direct investment, and having a low level of competitiveness

¹ What the researcher means by the basme structure is to refer to the macro management structure of the country, which is somehow top-down and commanding and lacks expertise and compassion. This type of structure alienates people from the work they do, and they make decisions and dictate their collections just to start over. One of the other characteristics of the basme structure is action and decision without measuring its various dimensions and estimating the material and non-material losses and benefits of these decisions.

and desirability. One of this field's primary obstacles is the business environment, which results from the wrong policies of the country's managers and leaders.

Strategies

Opportunity solutions

Code 6: Without a doubt, we must make use of this system by drawing on our own internal strength as well as the expertise of experts in related fields and international experiences. The second ability to use the economic capacity of the resources and the very suitable weather of the city of Tehran is defined by using the tourism capacity around the city of Tehran and the places that are defined as tourist and historical places in the city of Tehran. The economic and commercial centralization system of the city of Tehran can be achieved by concentrating many jobs and businesses that need to have direct contact with the people, or exhibitions that can introduce different products and various communicators that can connect economic businesses with merchants who are involved in export and imports. Regarding the opportunities and social capacities that currently exist in Tehran, I believe that the demographic area of the metropolitan city of Tehran, as well as neighboring countries and even globally, lacks branding and has not formed communities with a high penetration rate. Unfortunately, the lack of use of these capacities and the lack of the formation of these social capacities has resulted in the social capacity of the metropolitan city of Tehran being limited. In fact, there haven't been many of these social capabilities for globalization and convincing others in other countries to engage in these social skills.

Code 9: Tehran is without a doubt the second most environmentally friendly city in the world, ranking second in terms of environmental variety worldwide. This makes Tehran a very effective city in the area of globalization. Regarding historical dimensions and aspects, it may be seen by visitors in many regions and is considered a global role model. We may have great potential in many aspects when there are no instances or examples in the world. Tehran and Iran have little to say in terms of dimensions; however, what matters is that we have selected items that align with the long-term management objectives of Tehran as well as the development plans and targets of our country. It's also possible that our country has unique characteristics in various cities, particularly Tehran, which can be taken into account in the context of globalization. When choosing them, it's critical to coordinate with the national management and the rest of the city.

Population Solutions

Code 1: Decentralization initiatives are something we should take very seriously. In the automotive sector, for instance, we have finished a phase of space discussion and a different region. For example, the population of the country has shifted from the north and west to the south and southeast, creating a balance. The same weather patterns also cause a kind of wave and climate migration; for instance, if you look north, Gilan Mazandaran is more residential.

Code 12: The population capacities of the Sunni pyramid in Tehran indicate that the country possesses a youthful demographic. Furthermore, in comparison to other cities, the establishment of universities and technology centers demonstrates that we have exceptionally high potential in the realm of population. Furthermore, this population is distinguished not only by quantity but also by quality and education. It is regarded as one of the elites of country, and the requisite competencies are genuinely possessed by this population. However, in contrast to the global community, our objective is to establish a correlation between the two, and this takes precedence over mere numerical considerations. However, capitalizing on these prospects is currently possible and must be actualized; this calls for meticulous and highly efficient strategizing.

Outcome

Turning opportunities into obstacles

Code 2: The discussion of population capacity is one of the strengths that in terms of the current economic situation, this strength is also in a type of weak position.

Code 4: Tehran's population today has two potential outcomes: it may be destroyed if we do not handle it well, or it can be a double-edged sword. The population of the state will really be destroyed if we see it as consumable, and we will not be able to use that people. Actually, the population of Tehran's metropolis is growing so rapidly that we utilize it for both economic purposes and institutional purposes.

Naturally, this expansion will not occur if we expand the public sector. Our people is drawn to cities like Tehran because of the responsiveness of the infrastructure, yet a large portion of the infrastructure does not reach the necessary standards due to a lack of intelligence.

Code 10: Tehran, notwithstanding meeting certain criteria such as population size and political and administrative prowess, has yet to embark on the trajectory towards becoming a global metropolis. However, it is worth noting that globalization, similar to modernity, is an inevitable and covert progression; even if we close the door on it, it enters from under the door. Thus, Iran is marginally intertwined with the unavoidable trend of globalization, whether voluntarily or unwillingly, and its positive and negative effects on Iranian society, culture, politics, and economy are evident. Undoubtedly, barriers such as ideological opposition to global capitalism do not render attempts to penetrate this sphere futile. Tehran's exclusion from the network of global cities is attributed to its opposition to ideological barriers that promote wider adoption of capitalist or "Western" market practices. Furthermore, the consequences of this admission are of greater significance.

Conclusion

The study's findings demonstrate how urban managers and experts in Tehran's political and economic confines view globalization. They discover that political obstacles, particularly those related to structure and cultural barriers, pose a serious threat to the shift toward open political relationships that are commensurate with the demands of globalization. However, positive modeling of global cities with conditions similar to those of Tehran, political and social expansion and openness, specialization and radical reforms at the level of the country's top managers, taking demographic measures to turn this enormous human capital from a position of threat to opportunity, and offering other solutions to increase opportunities or turn threats into opportunities are some of the strategies that will help overcome these obstacles. Globalization is inevitable and omnipresent. It is a fact that globalization affects every society. But in the context of globalization, our success or failure depends on how developed each country. Taking advantage of the unrestricted exchange of ideas and innovations across all domains, winning countries want to boost their GDP and advance their economies by joining the global free market. Less developed countries are the result of globalization, invasions by other cultures, the decline of local and indigenous cultures, consumerism in the producing countries, and the collapse of national economies. Notable organization and politicization are further elements impeding Tehran's globalization movement. Iran and Tehran, according to the participants, have lost market share and standing in the international economy and require fundamental management adjustments to regain it. Additionally, uncontrolled potential and domestic religious and political constraints contribute to Tehran's inability to develop into a global metropolis. Conversely, the absence of centralized decision making and managerial instability have resulted in the inability to execute significant managerial decisions.

Tehran is regarded by urban specialists as a distinctive geographic and regional location. They contend that Tehran may swiftly emerge as a major world city by acknowledging its place and taking back its place in international relations.

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