

# **Recommendations for a possible placemaking concept targeting the marketplace of Siegen's suburb Eiserfeld**

**Bachelor Thesis  
Bachelor of Arts in International Leisure & Event Management**

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# **Bachelor Thesis**

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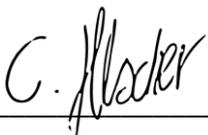
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## Declaration

### Authenticity statement

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## Preface

This Bachelor thesis is the culmination and closing of the four years of International Leisure and Event management study at the NHL Stenden University of Applied Science.

The research aims at analyzing the current situation of the marketplace in Eiserfeld and how it came to this situation, to ultimately provide recommendations for a possible place-making concept which will revitalize the marketplace and increase the value of living quality for the suburb's inhabitants.

Up until this point, only little attention was paid to smaller suburbs like Eiserfeld within the revitalization process of the city of Siegen. By conducting research, observations and target group interviews, awareness is raised towards the need of revitalization of underused places within small suburbs to hinder people from moving away.

This Bachelor thesis was written by Chiara Hübscher, an International Leisure and Event Management student, as part of her final study year.

The author wants to thank all parties which have been of help throughout the research process, namely all target group members who agreed to be interviewed, fellow classmates, friends, family and especially her supervisor Jochem Jansen, who always had a sympathetic ear, who advised the author with great knowledge and who has patiently answered the numerous questions occurring throughout this research process.

Siegen, 30 November 2019

A handwritten signature in black ink, appearing to read 'C. Hübscher', written in a cursive style.

Chiara Hübscher

## Summary

The following report aims at providing first recommendations on a prototype for a potential placemaking concept for the marketplace in Eiserfeld with the aim to increase the value of living quality for Eiserfeld's inhabitants.

At the beginning, literature research is conducted regarding the key principles of this research. After that, observations and ten semi-structured interviews are conducted and pictures taken to identify satisfiers, dissatisfiers and the history of the marketplace next to its target groups needs and wishes. Further, desk research is conducted specifically regarding the topics of environmental scanning and to identify stakeholders of the project.

First it can be determined that the history of Eiserfeld is mainly characterized by mining, half-timbered houses and commonly forested woodlands. And even though these traditions are still of relevance for the suburb's residents, they become less relevant with every new generation. Thus, actions need to be taken to stop history from falling into oblivion.

Regarding the current situation it is determined that the place lacks key attributes of a successful place and that several changes need to be made to please communal wishes. Being specific, the dissatisfiers identified are mainly the lack of entertainment and seating next to missing occasions to socialize. While the places appearance and its traditional buildings can be seen as satisfiers. Further by scanning the environment, five trends are classified which currently influence the place and need to be considered within the concept, like for instance the trend of Cocooning or demographic change.

Next, a typical resident of the target group can be summarized as a married German male between the age of 46 and 64, who has on average one child. He has lived his entire life in Eiserfeld, is sportive and eager to volunteer. While he wishes to enjoy his soon retirement and is therefore seeking a place with entertainment where he can socialize and support his well-being, his frustrations can be concluded in his concern about political developments and his lack of free time.

Finally, stakeholders are identified and grouped regarding their power and influence on the project. Mainly residents can be identified as primary ones, while religious, or educational organizations can be seen as secondary stakeholders. Lastly, for instance governmental support departments or local media are identified as tertiary ones. It also becomes clear that all of them play an essential part in the co-creation of successful placemaking.

To conclude, it can be said that the findings of this research prove that the marketplace is highly underused and that both governmental and residential sides long for a revitalization. While the target group wants more entertainment, it is assumed that the government wants the suburb fit to the rest of Siegen.

Several initiatives are suggested to improve the situation, like offering repetitive activities to attract people throughout the year, and to reach the aimed at affinity of the visitor to the place. Next, the empty houses should be revitalized by in cooperating them in those festivities. Furthermore, better seating should be established to enable people to socialize more easily. All this needs to be done in a co-creative process together with stakeholders, while considering different aspects like environmental trends.

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## List of Abbreviations

<b>PPS</b>	Project for Public Spaces
<b>AFD</b>	Alternative for Germany ( <i>Right-winged party in Germany</i> )
<b>NRW</b>	North Rhine-Westphalia ( <i>Federal state of Germany</i> )
<b>BIM</b>	Federal Ministry of the Interior, Building and Community ( <i>Bundesministerium des Inneren, für Bau und Heimat</i> )
<b>MKFFI</b>	Ministry for Children, Family, Refugees and Integration of the Land of North Rhine-Westphalia ( <i>Ministerium für Kinder, Familie, Flüchtlinge und Integration des Landes Nordrhein-Westfalen</i> )

# 1 INTRODUCTION

## 1.1 Context

In times where things are moving fast, especially younger people have less free time to make valuable experiences (Nguyen, 2017). Thus, they search for places where they can make as many lasting memories as possible in a short amount of time (*Millenials fueling the Experience Economy*, 2014). With an increasing amount of people moving away from small suburbs with the aim of finding a more entertaining life in bigger cities, places get abandoned (Olmstead, 2018). This phenomenon negatively effects the suburbs, as with an increasing amount of empty buildings and a lack of entertainment, they become less attractive (Bohn & Matzner, 2017).

A problem, the city of Siegen has to deal with as well (*Städtebauförderung*, 2019). Already in 2009, an increased number of inhabitants moved away from the city searching for more meaningful experiences (BIM, 2017). However, the city of Siegen reacted fast, and came up with a revitalization campaign for the city, called “Siegen zu neuen Ufern” (*Städtebauförderung*, 2019). The concept was first put into practice in 2013, since then a lot has been done, like the establishment of new premises and the relocation of the city’s University to the historic part of the town (*Städtebauförderung*, 2019). Already, people enjoy living in Siegen more than ever, and people started moving back to the area again (BIM, 2017).

From personal communication with locals (*see chapter 4.2.3*) it became clear that even though the campaign has been implemented successfully within the inner city, it seems like specifically the smaller suburbs of the city, in particular the suburb of Eiserfeld, are not being involved enough within the campaign. Further it became clear that despite the new implementation of a green roundabout in the middle of the suburb (Maag, 2010), the marketplace, Eiserfeld’s central spot, is more underused than it has ever been before.

The number of people visiting the marketplace has already been declining for years, despite the great positioning of the place and its natural surroundings (BIM, 2017). The reason for that is that amongst others, in the course of the restructuring of the retail sector, the marketplace lost its appeal (*Städtebauförderung*, 2019). In addition to that, personal communication showed that in 2016, when activities like the Christmas market, an integral part of the suburb until that point, stopped taking place on the marketplace, the number of attendees decreased additionally. This close down was caused by numerous reasons, like missing infrastructure and the declining interest of younger people to get involved in local initiatives. Until this point, nothing was done to revitalize the place, due to the fact that revitalization projects within smaller suburbs often receive less attention than big cities do (Walljasper, 2007). According to personal communication (*see chapter 4.2.3*), the marketplace became continuously unattractive due to the lack of care. Thus, the place became a thorn in the image of Eiserfeld and does not suit the renewed image of the city of Siegen.

Specifically, the inhabitants of the suburb are unsatisfied with the situation, as it became clear from personal communication (*see chapter 4.2.3*). Despite the size of the suburb with its 8,082 inhabitants (*Universitätsstadt Siegen*, 2019a), it offers nearly no social activities or entertainment (BIM, 2017). And those activities which are offered, do not

reach the suburbs main group of inhabitants, those aged between 46 and 64 (*Universitätsstadt Siegen, 2019b*). Because of that, swift action is required not only to increase the attendance of the place, but even more importantly to increase the living quality of the inhabitants. By making the place attractive again, not only the numbers of people who move away will decrease, but the suburbs image will blend in more successfully with the revitalized city of Siegen.

To find a solution for this problem, the concept of placemaking becomes useful. This movement helps to redesign public spaces, based on the needs and interests of its target group, by encouraging the residents to become involved in the concept development process, to bring an underused space back to life (*Placemaking, n.d.*). By giving the space a new purpose, it will ultimately become more attractive to its target group (*Richards & Duif, 2019*). Within the concept of placemaking, a reimagined concept is developed, with the overall aim to maximize the living quality for people of the target group (*Thomas, 2016*).

The benefit of placemaking compared to traditional city development approaches is that placemaking is a bottom-up approach (*Jefferies, 2015*). Based on the interests and needs of its users, it empowers them to get actively engaged within the designing process (*Project for Public Spaces, 2012*). While within traditional approaches the concept relies mainly on opinions of professionals, the placemaking approach stimulates the assets of the suburb in order to create a space where the well-being of people will be fostered (*The Importance of Placemaking, n.d.*).

Taking this into account it becomes clear, why placemaking is the most fitting approach for the case of the marketplace in Eiserfeld. With the help of placemaking, the goal of revitalizing the space and adding to the living quality of the target group can be reached more successfully (*Thomas, 2016*).

## **1.2 Objective**

The primary goal of this thesis is, to gain insight into the current situation of the marketplace in the suburb of Eiserfeld, its target group and their most important needs and wishes. This way it is possible to provide recommendations for a possible placemaking concept, which will ultimately lead to an increase of living quality for the target group.

In addition to the primary goal, those stakeholders need to be classified, who can be of help for the process of improving the image of the suburb, so it suits better to the revitalized image of the city of Siegen.

## **1.3 Problem Statement**

Based on the context and having in mind the objective, the following problem statement can be identified:

- I. How could a potential placemaking concept for the marketplace in Eiserfeld look like with the aim to increase the value of living quality for Eiserfeld's inhabitants?

## 1.4 Research Questions

In order to be able to provide an answer to this problem statement to the best extent, the following research questions have been set up:

- I. What does the history of the suburb of Eiserfeld look like and what is its influence on today's living situation?
- II. Looking at the current situation of the suburb, which recent demographic challenges next to environmental factors impact the area?
- III. What does the user persona of a fitting target group, for the aimed at placemaking concept, look like?
- IV. Which potential stakeholders can be identified for this placemaking project and which are the most important ones?

## 1.5 Relevance

The relevance of researching this topic and being able to answer the problem statement can be seen for the suburb of Eiserfeld, as it increases its inhabitants living quality and leads to a more befitting image of the suburb in regard to the revitalized city of Siegen. However, the topic also can be seen as highly relevant to the professional field of leisure in general.

Placemaking is a movement already known for years (*Placemaking, n.d.*). Nevertheless, in times of urbanization, it becomes increasingly relevant for people to have a public space where they can socially engage (*Project for Public Spaces, 2014*). Having that in mind, the relevance of this research to the professional field of leisure becomes clear, as it focuses on how to deal with the ongoing trends and developments within our society and how to handle the challenges, which come along with that.

The relevance of this topic to the professional field of leisure is multidisciplinary. It is not only relevant for the areas of sport or events, but it also provides solutions for challenges within the field of sociology and tourism. The research's relevance to several fields of leisure and the connection of those to placemaking becomes also clear, when looking at the four key attributes of placemaking: accessibility and linkage, sociability, use and activities next to comfort and image (*Project for Public Spaces, 2009*). This shows that leisure and placemaking are ultimately connected with each other. Within the concept of placemaking, ideas and knowledge from all areas of leisure management are required, to come up with a successful concept for problems a leisure manager must deal with daily. Taking this into account, there is no doubt that conducting this research is of high relevance to the professional fields of leisure next to society.

## 2 Literature Review

### 2.1 Experience Theory

In today's experience economy, people seek more meaningful experiences than ever before (Nguyen, 2017). The rising demand of experiences means for businesses that they need to respond to those needs not only by selling their products but by promoting them with the help of creating meaningful experiences. According to Nguyen (2017), as a result, experiences can be made use of as a source of economic value.

To get a better understanding of how experiences can be used to stage a meaningful event, it needs to be clarified, what precisely a meaningful experience is. As Nguyen (2017) states, a meaningful experience addresses all five senses of a consumer. This way they get into a state of flow, meaning that someone is so focused on a certain experience and stimulation of his senses that they lose all feelings of time and place (Kiili, Freitas, Arnab, & Lainema, 2012). This results into consumers being emotionally touched and experiences being perceived as a valuable process (Nguyen, 2017).

Within the experience economy, there are two interfaces a consumer can be connected by a service or product. As stated by Newman (2015), the first interface is called customer participation, where consumers can either participate in a passive or active way in an experience. Or as Pine & Gilmore (1998) state, active participation means to "become physically or virtually part of the experience itself" (Pine & Gilmore, 1998, p. 31). In comparison to that, if a consumer participates in a more passive way, he does not directly have an influence on the experience being offered or its surroundings (Jeong et al., 2009). The other interface a consumer can have with an organization, is called connection (Newman, 2015). This interface implies that the level of connection a consumer has with a certain experience also depends on whether the connection is only physically, or more importantly also on a mental level. The connection interface states that a consumer can either absorb an experience or immerse in it (Newman, 2015).

The four realms of an experience are namely education, esthetics, escapism and entertainment. If those elements are added to an experience it becomes more engaging and meaningful for a consumer (Jeong et al., 2009). The more realms that are added to an experience, the richer the experience gets (Pine & Gilmore, 1998).

Connected to the realms of an experience, there are three other important aspects which should be considered when designing a meaningful experience. One aspect is the one of sensory perception (Nguyen, 2017). By addressing the senses of a person, emotions are stimulated which again build the basis for lasting memories (Nguyen, 2017). Another aspect which needs to be taken into consideration is called multi-experience (ChangingMinds.org, n.d.). Designing repetitive experiences, help with reaching the aimed at affinity of a customer to a service. The last aspect to be considered, is the one of experience and belief. According to ChangingMinds.org (n.d.), this realm is needed, as people nowadays have less time to experience everything that is offered on the market. Because of that, people often build their understanding based on their own beliefs and the opinions of others. Therefore, experiences need to be developed, which disagree with the common belief and prove the value of a certain service (ChangingMinds.org, n.d.).

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If all these aspects are considered when designing an experience, they will meet the customer's needs in a memorable way and make them feel like a participant. Through that, customers connect more easily with a product and become loyal to it (*Newman, 2015*).

## 2.2 Placemaking

The concept of placemaking has the objective of reimagining a space, which is underused or not used at all (*Project for Public Spaces, 2007*). According to *Project for Public Spaces (2007)*, the process of reinvention takes place by identifying behaviors and patterns which define the aimed at place. This is relevant, as by specifically focusing on recurring designs regarding the cultural, social and physical identity of the space and its target group, the process of revitalization is supported (*Richards & Duif, 2019*). This way, not only is the quality of a place improved but it is reinvented, so that it becomes more attractive for its target group (*Richards & Duif, 2019*). Another positive effect of developing and applying a placemaking concept is that by reinventing a place, the shared value within the community is enlarged (*PPS,2007*).

Within placemaking, eleven different principles of success can be identified. Those principals do not only provide guidelines which help to develop one interconnected vision, including the various opinions of the community, but they help to translate that vision into a concrete plan of action (*PPS,2007*). Those eleven principles have been defined by the *Project for Public Spaces (2007)* as the following:

1. *The community is the expert*: Pay attention to the community and target group of the space, as those can be seen as experts regarding their own surroundings. This can be done by identifying the satisfiers and dissatisfiers for the target group regarding the aimed at place.
2. *Create a place, not a design*: Physical elements like nice seating areas need to be implemented to create a welcoming image. Only then, will an underused space become revitalized in combination with new activities.
3. *Look for partners*: Partners are essential for the success of placemaking and need to be involved in the concept.
4. *You can see a lot just by observing*: By observing the place and its people, satisfiers and dissatisfiers can be defined and therefore what needs to be changed.
5. *Have a vision*: A vision will only make a difference, when it comes from the community itself.
6. *Start with the Petunias – lighter, quicker, cheaper*: In case that skepticism should arise, it can be helpful to start with the implementation of just little things. This way, others can be proven that change is indeed possible (*Walljasper, 2007*).
7. *Triangulate*: All the different elements/activities of a concept need to be linked to enable people to be active and socialize with each other.

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8. *They always say “It can’t be done”*: Should there be a case where the government is against the placemaking concept, it should not be seen as a threat but as a sign that things are going the right direction.
9. *Form supports function*: A combination of the elements mentioned before, determining how the concept needs to look like and in which way the vision can be accomplished.
10. *Money is not the issue*: A placemaking concept should not be limited by money. As it is focused around the people of a place, the focus should lie on finding creative ways around financial obstacles together as a community.
11. *You are never finished*: As there are always ongoing changes, a concept needs to be open and flexible for change. Whether a concept succeeds depends on how well a place is managed after the concept’s implementation.

A helpful tool to develop a placemaking concept is the Place Diagram (*Four key qualities of a successful place, n.d.*), which is portrayed below:

Figure i: Place Diagramm (*Four key qualities of a successful place, n.d.*)



The diagram consists of three rings (*PPS,2007*). The outer ring represents the data of a place, which is measurable. In contrast to that, the middle ring embodies the qualities, which are intangible. Finally, the criteria of the inner ring help analyzing the strengths and weaknesses of a place, those are the four key attributes of a place (*PPS,2009*).

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## The four key attributes of a place

In order to get a better understanding of those four key attributes they need to be explained individually. Below it is portrayed which criterions each of the key attributes analyzes:

Table i: Key attributes of a successful place (Authors own creation, 2019)

Key Attributes	Analyzed criteria
Access and Linkages	<ul style="list-style-type: none"> <li>• place is well connected to its surroundings (PPS, 2009)</li> <li>• accessible by public transport</li> <li>• enough parking</li> <li>• shops located at the place</li> <li>• it is barrier free (Four key qualities of a successful place, n.d.).</li> </ul>
Comfort and Image	<ul style="list-style-type: none"> <li>• cleanliness or safety</li> <li>• the places character</li> <li>• enough greenery or seating (PPS, 2009)</li> </ul>
Uses and Activities	<ul style="list-style-type: none"> <li>• motivation of people's visits</li> <li>• amount and quality of provided activities (PPS, 2009)</li> </ul>
Sociability	<ul style="list-style-type: none"> <li>• people visiting in groups or alone</li> <li>• people's willingness to socialize (PPS, 2009)</li> <li>• age division</li> <li>• social behavior</li> <li>• how well a place is managed</li> <li>• frequency and duration of people's visits (Four key qualities of a successful place, n.d.)</li> </ul>

Each of the key attributes is important when it comes to creating a successful place. The comfort and image attribute is relevant, as a charming and welcoming presentation of a place can be the key to success (PPS, 2009). Thus, especially seating areas, which are of high importance for many people, should not be underestimated when developing a place-making concept (Four key qualities of a successful place, n.d.). Further activities are of high importance regarding the places attractiveness, as they do not only make a place unique, but if there are no activities offered people will stay away (Four key qualities of a successful place, n.d.). Additionally, the attribute of sociability has a big influence on the sense of place (PPS, 2009). The sense of a place is what makes it transform from a space to a place for people, due to the evoked feeling of attachment and belonging (Sense of place, n.d.). It influences aspects like the physical, social, and emotional health of both the target group and the city and is therefore important for a successful place (PPS, 2009).

Typically, a placemaking concept mainly consists of three elements interconnected with each other. According to Richards and Duif (2019), those three elements are namely resources, meanings and creativity. All three are vital for the success and feasibility of a placemaking concept (Richards & Duif, 2019). Nevertheless, it is crucial that the design criteria of the place meet the needs and wishes of the target group and that the traditions of a community are met in different ways (Thomas, 2016).

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To conclude, placemaking is a community driven, creative and sociable way of reinventing a place in order to increase the living quality of a community.

### **2.3 Target Group**

A target group can be identified as one specific group of people which is represented, based on their shared interests (*Cambridge English Dictionary, n.d.*), and which is most likely to react to a service in a positive way (*Harvey, 2018*). As already mentioned, within the concept of placemaking, being aware of the target group is of really high relevance (*see chapter 2.3*). To be able to translate the needs and wishes of those people into a concept, first the people within the target group must be identified (*Harvey, 2018*).

A common method to identify a target group, is to develop a user persona. A user persona is a model, which summarizes the outcomes of the before conducted research, regarding the strongest group of users, in order to determine their characteristics (*Goltz, 2014*). By creating a fictional representative of the target group, a memorable design target can be included within the development of a successful placemaking concept (*Adlin & Pruitt, 2010*).

When conducting qualitative research with the aim of gaining the necessary information on what the persona looks like, data in three different areas need to be sampled. Those aspects are namely demographic traits, psychographic characteristic, and behavioral actions - ways a customer can be defined (*Cohen, 2010*).

#### **The 7C model**

Next to these three areas, there is the possibility to define a customer with the help of the 7C model by Poldevaart (*2012*). The 7C model consists of seven different aspects which summarize what information a user persona should provide (*Poldervaart, 2012*).

The *category needs* portray like the psychographic characteristics, what needs and possible pains and gains the customer has, according to Persona company (*n.d.*). As well as the behavioral actions, the category of *categorial behavior* within the 7C model informs about the usage behavior and its motivation behind it. The category of *company value* focuses on the value a project has for the target group, and tries to determine what potential value the customers see for themselves in a service (*Poldervaart, 2012*). Next, *channel usage* describes the customer journey of a person within a target group, this also implies the analysis of the channels which are primarily used for orientation and service (*Persona company, n.d.*). Referring this aspect back to the process of placemaking, it can be helpful to find possible points of improvements within the customer journey, which should be considered within the planning process. Connected to this is the category of *communication*. Here information is provided on which channels the target group prefers to communicate. Furthermore, the category of *core values* deals with what the user believes in. This way it can be identified on what convictions the personas actions are based (*Persona company, n.d.*). Lastly, the 7C model provides data on the category called *character*. It informs amongst others, about sociodemographic aspects and interests people of the target group have (*Poldervaart, 2012*). To conclude, the 7C model covers more aspects of information, than the three research areas mentioned before. This way, a more realistic user persona can be developed.

## **2.4 Environmental Scanning**

According to James L. Morrison (2015) environmental scanning can be seen as a tool to scan the external environment in a systematical way, to identify major and minor developments both currently and in the future. This way, future events can be estimated (Babatunde & Adebisi, 2012). By scanning the external environment, it enables decision makers to get a better understanding of their environment and its connection to their situation (Morrison, 2015).

Environmental scanning is of great importance, as it provides the basis to develop not only an effective concept to revitalize a place, but to make it work in the future as well, as future developments are taken into account while planning (Morrison, 2015). According to James L. Morrison (2015) the process of environmental scanning can be loosely divided into four steps. First of all, it is important to scan the environment for possible indicators of change. After that, signs of possible upcoming influential events within the environment need to be anticipated. In addition to that, it is also relevant to look out for possible forecasts of experts within the area. Lastly it should be considered that indirect effects of the environment need to be taken into account as well (Morrison, 2015).

The overall objective of environmental scanning is to identify trends regarding the area of politics, society, technology, and economy (Morrison, 2015). According to Babatunde & Adebisi (2012) this can be done with the PEST analysis, which describes the aimed at factors which need to be taken into account when analyzing the external environment. In addition to identifying the trends, it is necessary to determine possible threats and opportunities, which result out of those trends (Morrison, 2015). By doing this, strategies can be determined, which are flexible and prepared for any upcoming future situations (Conway, 2013).

Within environmental scanning, four different ways can be distinguished to scan the external environment (Morrison, 2015). Those ways are namely undirect viewing, conditioned viewing, informal searching and formal searching. According to James L. Morrison (2015) undirect viewing implies doing literature research without having a specific goal other than just being informed about the developments. In contrast to that, conditioned viewing means to also react to that information by weighing its relevance to the cause. Compared to undirect viewing, when scanning the environment by informal searching, information to a specific cause or topic are searched but in an unstructured way. A more intense version of this is formal searching, where information is searched in a proactive way with the help of traditional research methods, in order to be able to reach the aim of gaining information for an explicit purpose (Morrison, 2015).

Another relevant aspect which needs to be decided on when doing environmental scanning is, if the scanning should be done irregularly, continuously or periodically (Morrison, 2015). While an irregular scan is initiated by a crisis, a periodic scan is done on a regular basis, for instance every year (Babatunde & Adebisi, 2012). Finally, the continuous scan implies that the environment is scanned actively all the time (Morrison, 2015). By continuously providing structured data collections to the strategic planning, and by processing all the environmental developments, more effective planning for a project can be done, as strategies are adapted regularly (Babatunde & Adebisi, 2012). This

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is of such relevance as the environment is dynamic in nature and therefore always changing. And by conducting environmental scanning, it is possible to be one step ahead of those changes (Babatunde & Adebisi, 2012).

### Assessment of trends

Despite identifying the trends within the macro environment, according to Conway (2013), it is also important to assess their relevance and urgency. By doing so, it can be determined which of the trends need to be addressed directly and which ones in the future. Below the suggested framework for assessing trends, by Conway (2013), can be found:

Figure ii: Assessment of Environmental Trends (Conway, 2013)

Consider trend impact globally						Consider trend impact on your organisation			
Timeframe		Scope		Impact		Likelihood		Urgency	
When will trend begin to have an impact?		What is likely future uptake of this trend?		What is likely future impact of this trend?		What is the likelihood of the trend having an impact on your organisation?		How quickly does your organisation need to respond to this trend?	
Assessment	Rating	Assessment	Rating	Assessment	Rating	Assessment	Rating	Assessment	Rating
1-4 years	5	Global	5	Significant	5	Almost Certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	Within 3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organisations	2	Minor	2	Unlikely	2	10-15 years	2
20+years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
Never *	0	Non-existing*	0					20+ years**	0

The assessment analyzes five categories (Conway, 2013). Each category referring to a trend can be rated from zero to five. With the help of those ratings, points can be gathered, which again can be interpreted as followed and signalize what needs to be done. It is stated that the total amount of points between 20-25 means to act urgently; 15-19 points means that the trend needs to be managed, while 14 points and under stands for the need of just monitoring a trend. Through the trend assessment, resources can be saved, and strategies can be adapted to future scenarios (Conway, 2013).

### 2.5 Stakeholder identification

A stakeholder can be identified as either an individual or as a group, that in some way influences a decision or is affected by it regarding a certain project (Usmani, 2019). Stakeholders within a placemaking project can be, inter alia, residents, government, companies, or cultural organizations (Project for Public Spaces, 2017). According to Stakeholdermap.com (n.d.) there are four main categories stakeholders can be divided by, which are namely users and beneficiaries, governance, influencers next to providers. Furthermore, stakeholders within these categories can be divided into four more sub-categories (Roseke, 2019). Those sub-categories are upwards, sideways, outwards and downwards. The division is based on the needs and interests a stakeholder has in the project (Roseke, 2019).

Identifying suitable stakeholders is an essential step within the concept of placemaking (PPS,2017). Being involved actively or passively, a stakeholder has an active voice within the process of developing and implementing a project (PPS,2017). By identifying the right stakeholders, by engaging them within the process and by making them happy, the success of a placemaking project becomes more likely (Usmani, 2019).

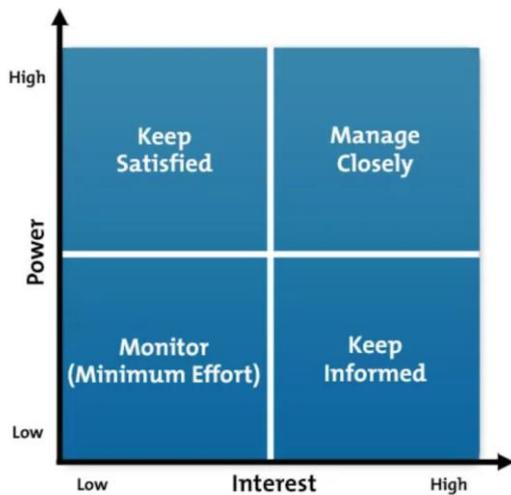
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The first step within the process of stakeholder management is to identify all the required stakeholders, which are relevant for a project (*Project Management Docs, n.d.*). It is also vital to understand that each stakeholder has a different influence on the project and will therefore be affected by it to a different extent according to Project Management Docs (*n.d.*). Thus, it is relevant to categorize them regarding their extent of impact (*MacDonald, 2016*). According to Lienert (*2019*) stakeholders can be categorized into primary, secondary and tertiary stakeholders.

### Power Interest Grid

After this, the stakeholders need to be prioritized with the help of a power interest grid as seen below, in order to find out their key motivation, the power and interest they have regarding the placemaking concept (*Thompson, n.d.*).

Figure iii: Power - Interest grid for stakeholder prioritization (*Thompson, n.d.*)



After prioritizing the stakeholders, it can be assessed, depending on their positioning, which actions need to be taken in order to engage the stakeholders most successfully:

Table ii: Evaluation of Power - Interest grid (*Thompson, n.d.*)

<b>High power and high interest</b> <i>(Manage Closely)</i>	Those stakeholders are key players. Thus, it is indispensable to engage them and to maintain a good relationship by satisfying them.
<b>High power and low interest</b> <i>(Keep Satisfied)</i>	Stakeholders which are potential key players. Therefore, they need to be engaged and consulted. It is important to find a balance between providing them with information without overwhelming them.
<b>Low power, high interest</b> <i>(Keep Informed)</i>	As a supporter of the project, they can be helpful in specific areas of the project and need to be informed to avoid possible issues.
<b>Low power, low interest</b> <i>(Monitor)</i>	Those need to be monitored without much effort. By communicating regularly to them they can become possible supporters.

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Once all information regarding the stakeholders interests, influence, independencies and possible impact are sampled (*Usmani, 2019*), they need to be summarized in a stakeholder register to communicate all relevant data. This way, the value and success of a project increases (*Project Management Docs, n.d.*). After setting up a stakeholder register, a stakeholder engagement and communication plan should be developed to manage the stakeholders throughout the project (*Thompson, n.d.*).

The process of stakeholder identification brings along many benefits, as stated by Lienert (*2019*). First of all, it provides the precondition to the process of co-creation and assures that people have a say in how the project will affect their lives (*Lienert, 2019*). Furthermore, by localizing supporters, additional resources and income needed for the project will be provided, which let the quality of a project rise significantly (*MacDonald, 2016*).

To summarize, the identification process of stakeholders, being the first step within stakeholder management, needs to be conducted with great care (*MacDonald, 2016*). Because according to MacDonald (*2016*), if the identification process is not done correctly, it will ultimately lead to an inefficient engagement of the stakeholders. This again can result in negative outcomes for a project like exceeding budgets and a waste of resources. Or, to say it short, the identification process builds the basis for stakeholder management and therefore a successful project (*MacDonald, 2016*).

## **2.6 The Process of Co-Creation**

In today's experience economy, the need to interact and communicate with stakeholders increases daily (*KnowledgeBrief Professional, n.d.*). In these times, co-creation can be a great tool to work together with stakeholders and to include their opinions and needs (*Fronteer, n.d.*). Co-creation can be defined as an innovative collaboration with others, by sharing ideas in a transparent way (*Fronteer, n.d.*). This way, realistic end products can be developed providing the ultimate experience suiting the preferences of the consumer, which is going to evoke the desired behaviors and reactions in them (*KnowledgeBrief Professional, n.d.*).

The process of co-creation can be realized within five concise steps (*KnowledgeBrief Professional, n.d.*). According to KnowledgeBrief Professional (*n.d.*), first it needs to be determined what the overall aim and purpose of the process looks like. Then, it should be defined what exactly needs to be done to achieve this specific aim. After that, in the thinking stage, aspects are thought through together with everyone involved. Once the collaborative developed vision is implemented into reality, the co-creation process can be seen as rounded off successfully (*KnowledgeBrief Professional, n.d.*).

Having a look at the steps of co-creation, it can be said that another aim of co-creation is to break down the hierarchies between the several stakeholders (*Jefferies, 2015*). Yet, there are some aspects which need to be remembered when co-creating, in order to guarantee the success of a project as stated by Rao (*2018*). The collaborative process does not only need to be transparent and ongoing, but the people involved in it need to be open-minded and curious. If those aspects are not considered throughout the process, value creation will not be possible (*Rao, 2018*).

### **3 Methodology**

This chapter deals with the topic of how this qualitative research was designed. To be more specific, it portrays the several research and data collection methods that have been decided on, and their reasoning. Furthermore, it will be elaborated, how those methods helped to not only gain qualitative information but also such that are reliable and valid. Choosing the right methods for collecting data is of high relevance, as the information gained with those methods are indispensable in order to reach the aim of providing an answer to the problem statement.

In addition to that, this chapter also takes a closer look on possible limitations of this research and points out its quality.

#### **3.1 Process Oriented: Design thinking**

The development process of a placemaking concept within this thesis, is oriented on the principles of design thinking. Design thinking is a non-linear problem-solving process, which has its main focus on the users' needs and wishes according to the Interaction Design Foundation (*n.d.*). This way, and by redefying a problem, creative solutions can be developed and tested (*The Interaction Design Foundation, n.d.*). Because of that, the process of design thinking was the perfect fit for developing a placemaking concept, as the solutions developed within the process of design thinking are strongly community driven (*Corlett & Behle, 2017*). According to the Interaction Design Foundation (*n.d.*) the process of design thinking consists of five steps. Within the emphasizing phase, the needs of the users are researched. After that, those needs and wishes are clearly outlined within the defining stage. This is followed by thinking outside the box to look for ways on how the before defined problems can be solved within the ideation stage. Next, solutions are becoming more concrete, as prototypes are being built. Within this experimental phase, several, inexpensive, simplified versions of the solution are being realized. By doing that, the possible problem solutions can be analyzed more concretely. Finally, within the testing phase, those new developed solutions are tested and evaluated. This way points of improvements can be corrected, and the most fitting solution can be implemented (*The Interaction Design Foundation, n.d.*).

To summarize, the process of design thinking offers a method, which is centered on humans and therefore the inhabitants of a place (*Thrive Regional Partnership, 2018*). It does not only recognizes multiple perspectives (*Corlett & Behle, 2017*), but it defines and tests possibilities to increase the value of a community (*Thrive Regional Partnership, 2018*).

In regard to the problem of the underused marketplace in Eiserfeld, only suggestions will be given for a prototype of the placemaking concept and the relevance of its implementation, due to various limitations (*see chapter 3.5*).

#### **3.2 Secondary Research**

##### **3.2.1 Literature & Desk Research (Macro/Micro)**

In order to gain qualitative data on both the macro and micro level and to be able to answer the problem statement, the methods of doing literature and desk research were mainly applied.

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The method of literature research was of specific importance when clarifying the key principals of environmental scanning, the concept of placemaking and target group next to the process of co-creation and stakeholder identification. While the method of desk research provided concrete statistics and data on stakeholders, the target group, historical background and environmental trends - needed to answer the research questions.

Most sources within this thesis have been gained from the internet. However, an equivalent amount of classic literature like books was used, as those can be seen as more reliable and valid than web sources, according to Verhoeven (2015).

In this research, three kinds of sources were of use in order to gain information on the topics needed to provide an answer to the problem statement. First, primary sources have been used like the website “Siegen zu neuen Ufern” by Städtebauförderung Siegen (2019). A source where a certain topic is addressed for the first time (Verhoeven, 2015). Thus, primary sources were of great use, as the data gained from them build the basis for the analysis of the situation in Eiserfeld, and for the process of finding a solution to the problem.

Next to primary sources, secondary sources have been used especially for definitions. According to Verhoeven (2015) secondary sources include for example encyclopedias or digital archives. In this thesis, the Cambridge English Dictionary (*n.d.*) was a really helpful secondary source regarding the definition of target group. Secondary sources describe the most recent changes and developments within a certain topic that has already been researched (Verhoeven, 2015). Therefore, they perfectly complemented the primary sources, as they provided an updated version on things (American Library Association, 2015). Secondary sources were likewise of help regarding desk research and the data needed for the environmental scanning and target group, as here up-to date data was required.

Carrying out desk research with literature on the macro level was valuable, as sources like governmental reports provided information especially on for instance environmental and demographic changes – a significant part of a placemaking concept (PPS, 2007). Whereas on the micro level for example web log posts or biographies were used, like the book regarding the history of Eiserfeld by Horst Koch (1992).

### **3.2.2 Context Background of the suburb Eiserfeld**

Since one of the most important aspects of placemaking is to get an idea of what the situation of the aimed at place looks like currently and the reasons for this situation (Project for Public Spaces, 2000), data was required not only on general information, but on the historical background in regard to the suburb and its marketplace.

In order to gain this information, desk research was conducted again. Here especially the book by Horst Koch (1992) titled “Eiserfeld im grünen Kranz der Berge” was of great help regarding the history of the place, as its author is an inhabitant of the suburb himself. Therefore, the books can be seen as a kind of bibliography and consequently literature from the individual, or so-called micro level (Verhoeven, 2015). Those sources provided a first insight into the general history and traditions of the suburb of Eiserfeld. Then, the data gained from those sources was complemented with interviews, where information

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was gathered on more specific topics like, if traditions are still practiced today, their relevance to the target group, next to previous usage of the marketplace.

### **3.2.3 Environmental Scanning**

The focus of environmental scanning lies on the macro-environment, as the analysis of the internal aspects would have been necessary only if the environmental scan was conducted for company purposes (*Morrison, 2015*). Since this is not the case, and an internal environment does not really exist, only external factors which influence the current situation of the marketplace were looked at. Thus, the environmental scan can be identified according to James L. Morrison (*2015*) as an active one. In addition to that, the scanning can be identified as irregular, as it was done due to the underuse of the place, a crisis situation, and was aimed at providing information needed for the specific cause of developing a placemaking concept (*Morrison, 2015*). However, it is advised to transfer to a continuous scanning, once the concept is implemented. This way, the concept will stay flexible and prepared for future changes. (*Babatunde & Adebisi, 2012*).

## **3.3 Primary research**

### **3.3.1 Interviews**

In order to answer the problem statement, more data needed to be gained. By conducting interviews, more realistic information was received from people directly involved within the area of Eiserfeld. In total, ten inhabitants were interviewed focusing, as already mentioned in the introduction (*see chapter 1.1*), on the most dominant age group in the suburb those aged 46 to 64. The number of interviews can be reasoned with the fact that, within those ten interviews answers of different interviewees overlapped. This could be seen as a clear point of theoretical saturation (*Verhoeven, 2015*). Therefore, no additional interviews needed to be conducted.

Regarding the interviews, semi-structured interviews were decided upon, as they are especially useful when aiming on gaining qualitative data (*Walliman, 2011*). One characteristic for semi-structured interviews is that they are based on an interview guide, which consists of several questions (*Sirakaya-Turk, Uysal, Hammitt, & Vaske, 2017*). These questions are again based on a topic list, which is based on the theoretical framework and contains all subtopics on which information is needed (*Walliman, 2011*). In the case of this thesis, the topic list can be found below.

The questions in italics, specifically aim at data regarding the process of co-creation and placemaking:

- **Demographic traits**
  - Name /Age / Location (where are they living at the moment)
  - Household size
  - Profession / Education
  - Biography (a short description of their lives until now)
  - Descriptive words of personality

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- **Psychographic characteristics**
  - Role / Tasks / Responsibilities
  - Personal Goals
  - Challenges / Fears
  - *Current perception of the situation (safety, social, etc.)*
  - *Motivation*
  - *Satisfiers/Dissatisfiers of the place*
  - *Memories connected to the place*
  - *Relevance of traditions/ History of the place*
  - *Interest to join the process of co-creation /Stakeholders*
- **Behavioral actions**
  - Free time (Activities, Duration)
  - Use of Social Media (Kind, Frequency)
  - *Use of marketplace (Frequency, Consistency, Duration)*

After defining the topics, an interview guide was established. The questions within this guide were all used to answer one or more of the subtopics. The interrelation of the questions and subtopics can be found in the interview conceptualization table located in the appendices (*Appendices 8.1*). Even though the interview guide is written in English, the interviews were conducted in German. Nevertheless, the translation process was done with great care and without falsifying any information to assure the outcomes reliability.

In general, three kinds of questions can be identified within the interview guide. Those are namely open question, closed questions and probing questions. Open questions were used to allow the interviewee to express their opinion and motivate them to provide more details on a specific topic (*Walliman, 2011*). In addition to that, probing questions were aimed at gaining an explanation of specific facts to get a better understanding. They supplemented open questions, as they encouraged the interviewee to continue giving in-depth answers. Lastly, closed questions were used, when a fact which was mentioned already, needed to be confirmed (*Walliman, 2011*). As this kind of questions can only be answered with a concrete yes or no, it was only rarely made use of in the in-depth interviews. Nevertheless, closed questions were relevant to avoid misunderstandings.

In this case, the interviews mainly consisted of open questions, but the other two kinds were included as well. This mixture of questions was another benefit of semi-structured interviews, as detailed answers were received due to the specific questions, but at the same time, there was still space for further development due to the open end questions (*Walliman, 2011*). Nevertheless, it is important to keep in mind that the interview guide is only a guideline. Because of that, each interview was adapted throughout the dialogue. Meaning that some included more questions and sometimes questions were left out. Those adaptations depended on the flow of the conversation and on the interviewee's response.

All interviews started with some questions regarding easy facts. This was supposed to create a confidential atmosphere. After that, questions were asked regarding the specific opinions of the interviewees and their reasoning for it. Next, those questions were asked that aimed at gaining answers on more sensitive subjects, like personal fears. Lastly, some fewer demanding questions were asked in order to wind down. Whilst winding down the interview, things said were summarized and it was reassured that everything was understood correctly. According to Verhoeven (*2015*) this structure of the interview affects the answers and generates a more qualitative outcome.

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Throughout the interview it was assured that the right tone was chosen, and that active listening took place. This way, and by thanking the interviewee for his cooperation, the interviewee felt comfortable and shared more details. In order to assure the quality of the interview, it was necessary to stay objective and to not adulterate anything that was said. This was guaranteed by recording the conversation and by taking notes after receiving the permission of the interviewee. Through recording it was possible to pay undivided attention to the respondent, which ultimately increased the validity and reliability of the data gained according to Verhoeven (2015). Furthermore, by recoding the interview, it could be transcribed while staying objective and not falsifying any of the information (Verhoeven, 2015).

### **Transcription and the process of coding**

Transcribing the interview is also of high relevance, being one of the preconditions to conduct the process of coding. According to Walliman (2011), coding makes it possible to facilitate relationships within big data and is needed in order to filter out the important aspects, to be able to answer the research questions. A code itself can be defined as a label, which identifies answers with the same kind of meaning. Referring this back to the process of coding it can be said that coding means to look for patterns within the data and to identify codes, in order to avoid a data overload (Walliman, 2011).

The process of coding itself consists of three steps. As stated by Walliman (2011) those are the steps of open coding, followed by axial coding, and rounded off with selective coding. Within the step of open coding, the answers are analyzed and broken down into separate paragraphs, which are labeled (Saunders, Lewis, & Thornhill, 2009). The groups which contain answers with similar meaning, are called concepts (Walliman, 2011). Concepts with the same character can be then again summarized into so-called categories (Saunders et al., 2009).

After that, within the step of axial coding, the previously grouped categories are separated again into smaller sub-categories in a structured way based on their relationships to each other (Saunders et al., 2009). By identifying their relationships and interconnection, it is possible to create a certain structure. Within this structure, the categories are arranged in a hierarchal order clarifying what the interviewee's answers mean, and how they help answering the main questions (Sirakaya-Turk, et al., 2017).

Finally, within the last step, the selective coding, all the former identified categories are referred back to the existing theoretical framework in order to be able to answer the research questions (Sirakaya-Turk, et al., 2017). In this thesis, those steps were applied in form of a table. An example of that can be found in the appendices (Appendices 8.3). The results of the coding process are summarized in the results chapter (see chapter 4.2.3), which ultimately provide a part of the answer to the problem statement.

### **3.3.2 Observations and Pictures**

Other tools used within the field research, are observations and pictures. The tools were used to observe the marketplace in Eiserfeld, with the purpose of getting a more realistic understanding of how frequently the place is used currently, next to its satisfiers and dissatisfiers.

## **Observations**

By observing the place, places within the area were identified which are well used, unused or underused - one of the preconditions for placemaking (PPS,2007). By combining observations with interviews, it was not only possible to identify those places, but also to find out what people think about them and its reasoning. Initially it was planned to do several observations to define the usage under different weather conditions. However, after conducting the interviews, it became clear that the situation is indeed always the same as it was observed. Thus, observation was conducted only once, on a Wednesday at five p.m., for four hours. It was conducted on an afternoon, as then most people have finished work. If the observation would have been conducted within working hours, the number of attendees would have been affected in a negative way. According to the identification by Verhoeven (2015), in this thesis a structured observation was done directly, which can be defined as a non-participant one. The validity and reliability in this observation was assured by keeping objective, and by assuring intersubjectivity as it was critically looked at by fellow students (Verhoeven, 2015).

To strengthen the quality of the data resulting from the observations, an observation sheet was set up (Appendices 8.5). This did not only provide the inevitable structure for the qualitative research tool, but it also made it possible to analyze the data gained. The observation sheet consisted of thirteen assessment categories. Those categories could be referred back to the literature review and research questions. They were based on the key attributes of a place, which need to be analyzed when assessing a place according to Project for Public Spaces (2007). Each of those categories could be awarded with zero to three points. If a category received zero points, it means that the category was poorly assessed, while three points would have been a good assessment. Those points provided the necessary basis to assess the observed aspects in an efficient and objective way. Reliability was assured, as the observation sheet and therefore the observations can be replicated easily (Verhoeven, 2015).

The tool of conducting observations was of high relevance, as it observed how the individuals of the target group behave in their normal surroundings. It therefore provided realistic “first hand” data (Verhoeven, 2015), which was relevant to determine the current situation of the marketplace and to some extent of its target group.

## **Pictures**

Additionally, pictures of the place were taken once (Appendices 0, Chapter 4.2.2), to be able to visualize the before observed points of improvements in a more concrete way. By taking pictures, it was possible to determine which aspects could be put into practice in which specific area. Specifically, when it came to the aspect of providing recommendations for the placemaking concept, the pictures were indispensable as the place could be analyzed without any rush, because they could be looked at repetitively. This also increased the validity and reliability of the research (Verhoeven, 2015). To assure the quality of the data, the pictures were taken with a high-quality single-lens reflex camera, with 24.3 megapixels.

### **3.3.3 User Persona**

A user persona was established within this thesis, in order to summarize, clarify, and visualize the outcomes of the research which has been conducted regarding the strongest group of users, its target group, and to determine their characteristics. The aim of visualizing the research outcomes was that they can be remembered and considered for further exploration in a short amount of time (*Balm, 2014*). The user persona itself was portrayed in yellow, as it is proven that this color captures the attention of the reader and stands for optimism (*So wirken Farben auf das Gehirn, n.d.*). Two aspects, helping to stimulate the awareness of stakeholders. Developing a user persona was relevant, to get a better understanding of the target groups needs and wishes in a concise manner, which needed to be considered for a successful placemaking concept (*Adlin & Pruitt, 2010*).

### **3.4 Quality of the results**

Quality of the results of this thesis was provided, as the main criteria of usability, validity and reliability were fulfilled throughout the research. This means, according to Verhoeven (*2015*) that it was not only assured that the outcomes of this research are of use for the inhabitants of the area, but that research was conducted in an accurate and feasible way. As already mentioned shortly within the chapters of primary and secondary research, the validity and reliability of the sampled data was guaranteed continuously.

Looking at the aspect of reliability of this research it can be said that the research was carried out in a manner that it is replicable and could be conducted again, while leading to similar results. This is one of the characteristics of reliability, as stated by Verhoeven (*2015*). Furthermore, the reliability within this thesis was assured, by applying the aspect of iteration. Iteration is the one characteristic of reliability, which is guaranteed to the biggest extent within this thesis. By collecting data and analyzing it repetitively, like when interviewing inhabitants, it was assured that the problem statement could be answered in a qualitative way (*Verhoeven, 2015*). Another important aspect to assure reliable results was that the outcomes of for instance the observation were analyzed in an objective way. In addition to that, to make the data gained from the interviews even more reliable, the translation process from English to German was done with great care and without falsifying any information.

After guaranteeing the reliability of the content, the validity of the research needed to be assured. When assuring the validity within this research, it was relevant to reflect accurately the reality, and that errors within the research were avoided to the best possible extent. The internal validity of the data within thesis was guaranteed, amongst other things, by instrumentation. Making outcomes internally valid with the help of instrumentation means to adjust research tools throughout the research (*Verhoeven, 2015*). In case of this thesis, the interview guide for example was adjusted regularly throughout the interviews. In addition to that, within desk research frequently adjustments took place as well, to gain the most effective data in order to answer the research questions. Furthermore, construct validity was given with for instance the data gained with observations, as the observation sheet was not only the most suitable tool for analyzing the observed aspects, but all its assessment categories were clearly defined. According to Verhoeven (*2015*), those two aspects ultimately strengthen the validity of the recommendations for the placemaking concept.

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Furthermore, the usability of the outcomes of this thesis was given due to several reasons. First, because interviewees were contacted which were representative for the strongest population group, and secondly as the needs and wishes of the target group were considered into the placemaking recommendations throughout the process. These aspects can be seen as criteria for the usability of the results (*Verhoeven, 2015*).

To summarize, the quality of the results was assured throughout the complete research and analysis process of this thesis by meeting the criteria of reliability, validity, and usability in several ways.

### **3.5 Limitations**

As with every research, this research also has its limitations, which can affect the quality of its results.

One of the biggest limitations is the restricted timeframe available. Thus, it was decided to only do ten interviews, the minimum to achieve theoretical saturation (*Verhoeven, 2015*), to avoid a data overload within the given timeframe. In order to still get a concrete definition of the target groups needs and wishes, the interviews are going to focus on the most dominant age group in the suburb. By “preselecting” the age group, a more focused research can be done under the given circumstances.

Further, it was chosen to only do part of the design thinking process. Even though a prototype for a placemaking concept is going to be developed, time does not allow it to actually implement and test the prototype, nor to analyze its effect on the marketplace. Thus, observation will be conducted just once, as at this point it will not be possible to observe any positive effects since the concept has not been implemented yet. However, the design thinking process will be finished as far as possible and with great care, so that the prototype can be tested easily in the future.

Finally, limitations are taken into account regarding stakeholder management. Due to the conditions of this thesis, it will not be manageable to contact each stakeholder in person to determine their willingness to get involved in the project. Therefore, the research is going to focus on identifying potential stakeholders and evaluating their impact on the project.

Overall it can be said that some restraints will be done on purpose, having in mind time and resources of this research. This way certain boundaries can be minimized which will otherwise negatively affect the quality of the results.

## 4 Results

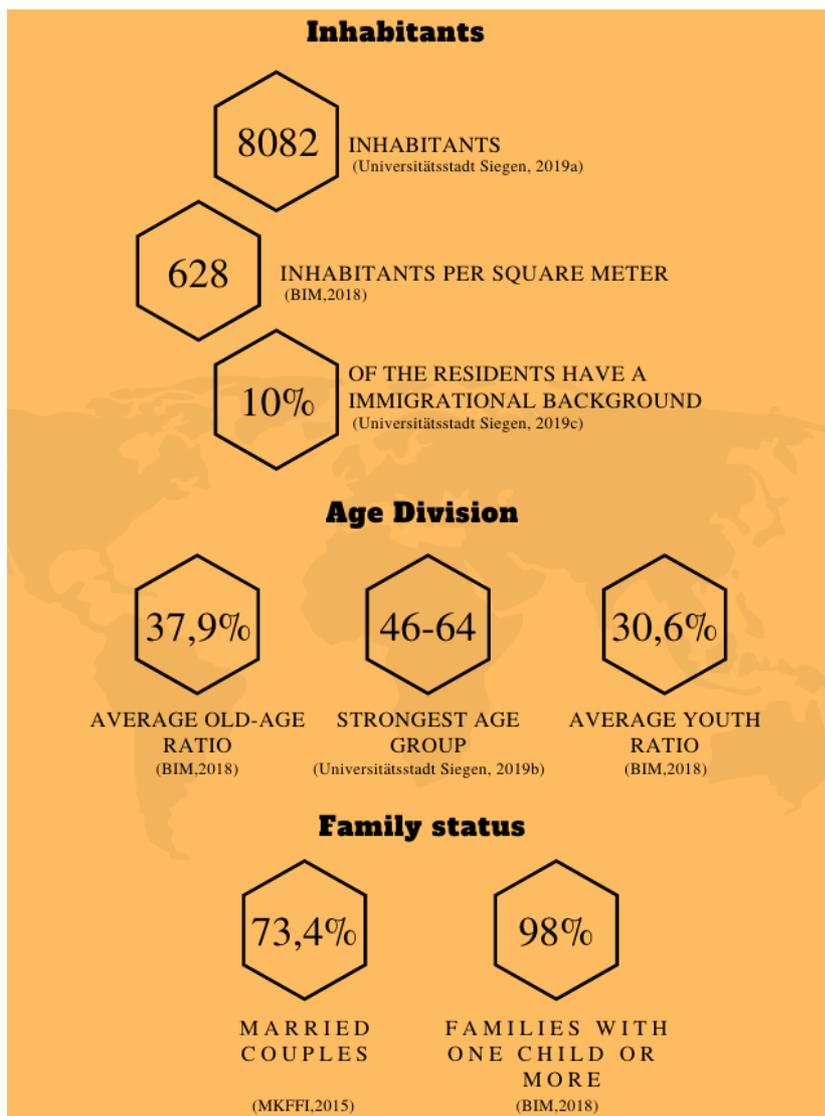
Within the following chapter, the results from the conducted secondary and primary research are pointed out. In addition to that, those outcomes are analyzed and referred back to the core concepts of the research questions, to be able to provide an answer to the problem statement.

### 4.1 Outcomes Secondary Research

#### 4.1.1 The suburb of Eiserfeld and its History

The suburb of Eiserfeld is Siegen’s second biggest suburb (BIM,2018). It is positioned in, with 70%, the most forested area within Germany (Wald und Holz NRW, 2017). Being located directly at the A45, one of Germany’s main freeways, being only 15 min away from Siegen’s inner city and having its own train station, the suburb has a great infrastructure and provides everything needed for daily living according to personal communication. Below key information regarding Eiserfeld’s inhabitants can be found in form of an infographic:

Figure iv: Infographic of key information on Eiserfeld’s inhabitants (Authors own creation, 2019)



Currently the suburb has the fourth biggest number of inhabitants within Siegen (*Universitätsstadt Siegen*, 2019a), but also the lowest population density within the area (*BIM*, 2018). Eiserfeld has the highest old-age ratio within Siegen, but also its youth ratio lies over the regional average (*BIM*, 2018). The suburb is also really popular with families, even though there are only limited social offers (*BIM*, 2018).

The natural conditions of Eiserfeld have characterized the economic situation of the suburb for decades (*Koch*, 1992). Already since early times the suburbs soil included iron ore, due to Eiserfeld's deep positioning and its mild and dry climate. Those factors are the reasons for Eiserfeld's biggest historical and traditional part, the mining industry as stated by Koch (1992). Being one of the biggest commodity providers in Germany, mining enabled the suburb to become an industrial location without losing its natural embedding. Therefore, Eiserfeld's inhabitants relied for centuries on mining to earn their living (*Koch*, 1992). And even though in 1960 the last mines closed down, furnaces are being preserved until these days, and still represent the strongest part of the suburbs economical wealth and activity (*Bosbach*, 2015). That these traditions are kept alive also becomes clear, when looking at the fact that in 2016 the manufacturing of metal products generated the suburbs biggest economical turnover (*IHK Olpe*, 2019). In order to keep the 2500 year old tradition (*Bosbach*, 2015) alive, several associations like the "Heimatverein" are committed to prevent the history of mining from falling into oblivion (*Welcome... , n.d.*) by restoring the mines and by maintaining public facilities and viewpoints (*Koch*, 1992). Associations like the "Heimatverein", choirs or the local gymnastics club are generally of high relevance for the suburb's inhabitants, as joining those associations represents to them their belonging to the suburb as it became clear from personal communication.

Another tradition typical for the suburb's history, which is still practiced today according to personal communication, is the so called "Hauberg". As the suburb of Eiserfeld is highly forested, its inhabitants came up with a collaborative way to farm the woodlands (*Becker*, 1991). As stated by Becker (1991), this collaborative way of foresting has its origin in the mining times, when big amounts of wood were not only required for private survival but for the maintenance of the mines as well. The communal farming having its origin in Eiserfeld, people within the region still work with the same methods today (*Willer*, 2017). Similar to the suburbs mining history, currently the focus lies on maintaining those traditions and to inform the next generation about it, so that the tradition is resuscitated (*Becker*, 1991).

Next to that, the building style of Eiserfeld's houses can be seen as traditional for the area (*Koch*, 1992). The half-timbered houses are partly built with wood, as it was and still is the biggest available natural resource in the suburb (*Plaum*, 2010). And even though, 80% of the suburb was destroyed in 1944 (*Pfau*, 2005), half-timbered houses still characterize especially the inner city of Eiserfeld (*Plaum*, 2010). To be able to maintain this tradition, there are strict criteria, stated in the local design specifications, which need to be fulfilled when planning on building a new house (*Stadtplanung Siegen*, 2013).

#### **4.1.2 Environmental Scanning**

After conducting the environmental scanning, several trends were identified regarding political, social, economic and technological aspects. Since there are uncountable trends within those areas (*Conway*, 2013), a preselection was done. Within this preselection, only those trends were researched in depth, which either refer to the federal state of NRW,

the city of Siegen or the suburb of Eiserfeld. After that, each trend was assessed to determine the currently most relevant ones for the marketplace. While an account of all assessments can be found within the appendices (*Appendices 8.4*), the assessments of the currently most relevant ones are portrayed within the following paragraphs.

**Political trends**

One political trend which can be identified is that the trend goes to societies within smaller cities tend to vote for extremist right-wing parties more than ever (*Lehming, 2019*). This change also became visible when looking at the development of the election results from 2014 to 2019 within the suburb of Eiserfeld. While 2014 only 5,72% (*Europawahl - Europawahl 2014 in der Stadt Siegen - Wahlbezirk 0271 Grundschule Eiserfeld, 2014*) of the inhabitants voted the right-wing party AFD, in 2019 the percentage nearly tripled to 14,45% (*Europawahl - Europawahl 2019 in der Stadt Siegen - Wahlbezirk 0271 Grundschule Eiserfeld, 2019*). This trend, which leans towards voting for a right-winged party can be reasoned with the fact that within NRW many people are unsatisfied with the situation regarding refugees and the job market (*Voss, 2017*). Often, those people are also worried regarding the topics of safety, order, and cleanliness. This evokes their behavior of supporting a right-winged organization, as they see it as a protest against the traditional social democratic parties, which do not seem to solve any of the problems they worry about (*Lehming, 2019*).

Another trend which is currently more relevant for the marketplace is that ministries start to provide small suburbs with financial aid packages (*BIM, 2018*). This way the communities are not only able to get rid of their debts which have existed for decades, but it enables them to revitalize their inner cities and make them more attractive again (*Seibel, 2019*). The financial aid programs for communities are mainly funded by taxes and money provided by the federal government (*BIM, 2018*). And even though, financial aid programs already exist it is estimated that within the following years, a multitude of additional financial aid funds will become available for smaller cities (*Seibel, 2019*). The political trend of receiving financial aid is specifically meaningful to smaller communities, as the federal government has not paid much attention to their problems up until this point (*BIM, 2018*). Being assessed with 22 points as recently relevant for this research, the trend assessment can be found below for clarification:

Figure v: Assessment of financial opportunities for communities trend (*Authors own creation, 2019*)

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### Economic trends

That people are worried regarding the situation of the job market also becomes clear, when looking at economic trends. Because one trend, which can be identified within the economic sector is that especially millennials are anxious regarding their financial situation (Little, 2018). This fear becomes reasoned, when looking at the income statistics of the suburb of Eiserfeld. While in 2017 the poverty index of the suburb was evaluated with 93 points, the poverty index in 2013 was significantly smaller (Bohn & Matzner, 2017). This means that the number of people who are actually exposed to poverty, is increasing constantly (IFH Köln, 2019).

Further assessed as relevant was the trend that it is forecasted that until 2030 every fifth store within NRW is suspected to close down (IFH Köln, 2019), which is going to turn the retail landscape upside-down. According to IFH Köln (2019), trigger for this trend are, inter alia, the demographic change, a changed consumer behavior, and the rise of technologies. The trend of stores closing down was assessed with 21 points as relevant for the planned placemaking concept, as it can be seen below:

Figure vi: Assessment of impaired market economy trend (Authors own creation, 2019)

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### Social trends

All three preselected social trends can be seen as currently relevant for the aimed at place. The first trend being assessed, the demographic change, can be described as the change within the age structure of the German population. Meaning that the current population consists of more old people than young ones (Institut für Demoskopie Allensbach, 2017). The so-called excess of age leads to an increasing imbalance within the age structure in the world. This trend brings along disadvantages like age poverty or a higher retirement age (Institut für Demoskopie Allensbach, 2017). Furthermore, it leads to decreasing birth rates, which is another problem of demographic change when considering that this trend is estimated to become stronger within the following years (Nemko, 2017). This development becomes proven when looking at the statistic of Eiserfeld’s inhabitants. While in 2012, 202 people were at the age of 85 and over, in 2015 the age group already counts 257 people (BIM, 2017). Besides, the suburb has an age quotient of 37,9% which is nearly half of its inhabitants (BIM, 2017).

The demographic change, which can be seen as today’s biggest social economic trend (*Institut für Demoskopie Allensbach, 2017*), was assessed with 24 points and thus as important:

Figure vii: Assessment of demographic change trend (*Authors own creation, 2019*)

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
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15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

Additionally, with 23 points assessed as currently relevant, is the social trend called “from individualism to collectivism” (*Nemko, 2017*):

Figure viii: Assessment of individualism to collectivism trend (*Authors own creation, 2019*)

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
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15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

This trend implies that while living in a virtual and fast world, the desire for honest communication and authentic social contact, unbiased of any demographic factors, increases significantly (*Kirig, 2019*).

Further there is the trend called Cocooning. Cocooning means that people withdraw into their own homes to interact with others (*Kirig, 2019*). Staying at home becomes also easier for people, as new technologies enable them to do everything at home (*White Hutchinson Leisure & Learning Group, 2017*). The trend can be seen as the reaction to political and economic developments, as Cocooning pleases people’s desire for a sense of community (*Kirig, 2019*).

Therefore, it was assessed with 24 points as currently relevant:

Figure ix: Assessment of Cocooning trend (Authors own creation, 2019)

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### Technological trends

Finally, the last area, which was scanned from the environment, is the area of technology. The first trend to be identified, is called “connectivity and convergence” (Singh, 2014). Today’s societal change is dominated by the principal of linkage and therefore opens a new chapter within society (Megatrends, 2019). This means for instance that digital assistance is being implemented more into people’s daily lives (Singh, 2014).

Another trend to be identified is the one of future mobility (Singh, 2014). All technological innovations are going to change people’s needs, which is going to be the originator for new forms of transportation (Megatrends, 2019). Meaning that when pleasing the need of travelling in the future, technologies will be implemented which are connected, digital and shared (Megatrends, 2019).

In Eiserfeld, being just a small suburb, technological developments are not as recent as in bigger cities. Thus, none of the technological trends can be seen as currently relevant for the marketplace.

### Other Trends

Despite the above-mentioned trends, which resulted out of the PEST analysis, there is one more trend which needs to be mentioned.

The trend of planning for climate change (Kolczak, 2017) can be seen as relevant, as not only creative ways need to be determined on how to include nature within a city in order to provide relaxation to people, but city planning needs to incorporate effects of global warming like rising seas, or storms (Kolczak, 2017). This ultimately means that when weaving nature into a city, it must be done with caution, to stop the destruction of nature (Kolczak, 2017)

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Thus, the trend was assessed as really important, as it becomes clear in the assessment below resulting in 24 points:

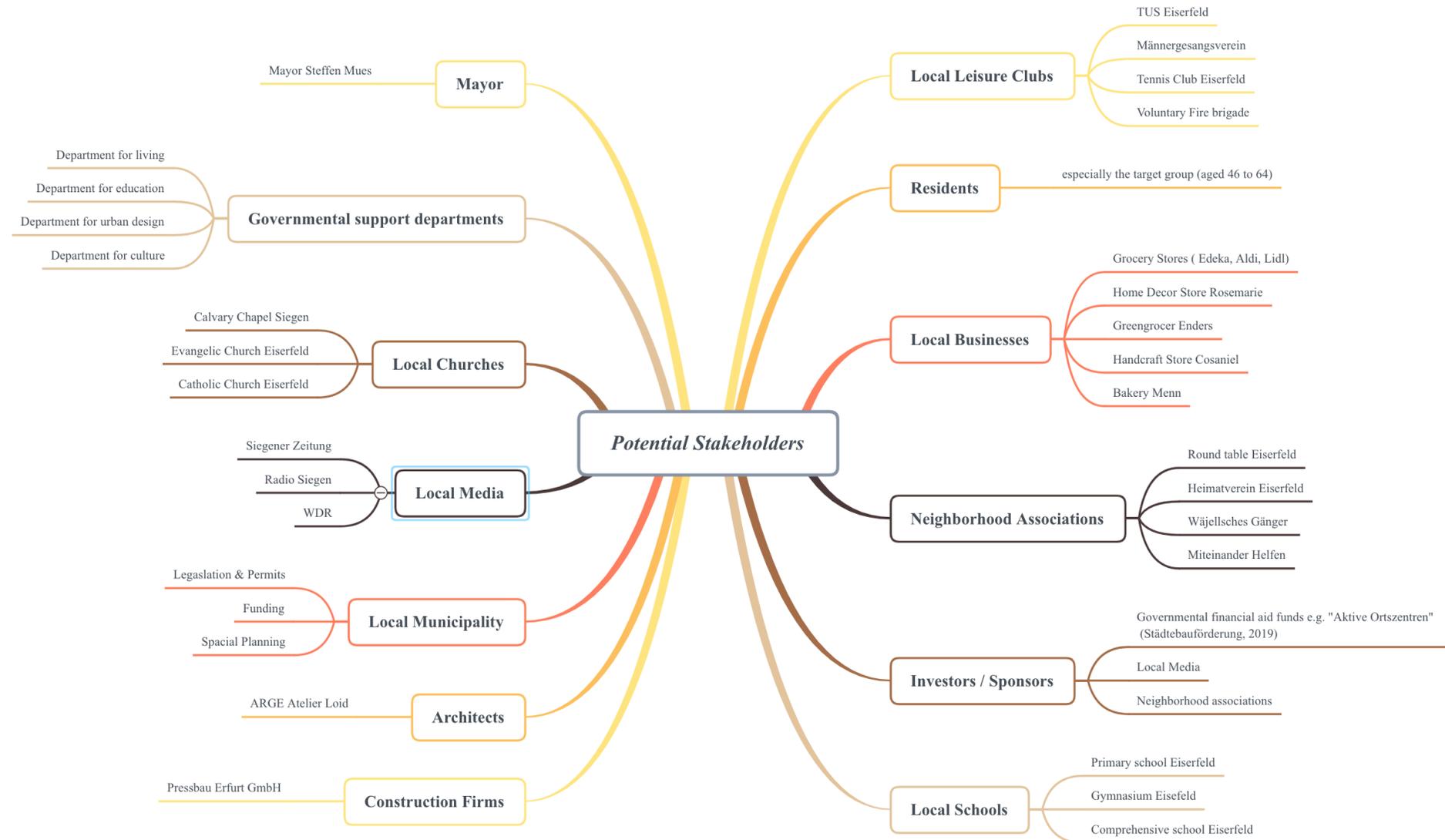
Figure x: Assessment of going green trend (Authors own creation, 2019)

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
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15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### 4.1.3 Stakeholders

By looking at former revitalization projects of Siegen, several potential stakeholders were identified. To get a better overview, the findings were summarized in the following mind map:

Figure xi: Stakeholder mind map (Authors own creation, 2019)



In total, thirteen stakeholder categories have been identified, which can be of relevance for the concept. First of all, there is the municipality and Siegen's mayor, both major stakeholders when it comes to placemaking, as they are not only facilitators when it comes to implementing the envisioned concept, but they have the power to apply for financial aid funds (PPS,2017). Both being indispensable aspects for the quality and success of the concept. Next, governmental support departments can be seen as possible stakeholders for the aimed at placemaking concept (PPS,2017). Specifically, when looking at the formerly implemented concept "Siegen zu neuen Ufern" (Stadt Siegen, n.d.), it can be determined that local construction firms were involved in the revitalization process of Siegen. Considering that, the Pressbau Erfurt GmbH has great potential as a stakeholder, as they focus on the restoration of historical buildings (Stadt Siegen, n.d.). Besides that, architects are considered suitable stakeholders, as they realize project ideas like ARGE Atelier Loid did within "Siegen zu neuen Ufern" (polis Award, 2018). Further, local media can be seen as a potential stakeholder, as previous projects in Siegen have shown that they do not only help to market the new concept but they are potential investors as well (Siegener Zeitung, 2016). Additionally, schools, local churches, leisure clubs, investors and sponsors, neighborhood associations, local businesses and the residents of the aimed at area, can be considered as further prospective stakeholders (Artscape DIY, n.d.).

However, especially residents and those stakeholders who were already involved in a similar co-creation project, are often more open-minded towards the project than others and are therefore of specific help within the value creation process (Rao, 2018). Nevertheless, the opinions of both external and internal stakeholders need to be valued equally in order to make the co-creation process work when thinking things through together (KnowledgeBrief Professional, n.d.).

## 4.2 Outcomes Primary Research

### 4.2.1 Observation

Observing the marketplace and evaluating its key attributes with the help of the observation sheet provided insights on the place's quality. The insights of the detailed assessed observation (*Appendices 8.5*) are summarized in the table below:

Table iii: Observation outcomes (*Authors own creation, 2019*)

Assessed key attribute	Assessed category	Points scored	Reasoning
<i>Access and Linkages</i>	Parking and public transport	Two points	+ public transport is available in form of a bus, departing every thirty minutes, located five hundred meters away - inadequate amount of parking - a lot of unauthorized parking on the place itself
	Traffic	One point	- directly located at a main road (air and sound pollution) + setback positioning minimizes noise and air pollution
	Accessibility (Barrier free)	Three points	+ easily accessible + no stairs or obstacles on the place itself nor on the way leading to it (barrier free)
	Pedestrian activities	Two points	- no clear signage + safety is provided by clear sidewalk and cross walk
<i>Comfort and Image</i>	Cleanliness	Two points	+ no trash - only one trash can is situated at the place
	Safety	Two points	+ set back positioning from the street - no security
	Condition	Two points	+ positive first impression + well maintained greenery which fits to the place's traditional surroundings + small, well maintained fountain adds positively to appearance - four unkempt chairs - no efficient amount of seating
	Sanitary facilities	Zero Points	- no public sanitary facilities available - nearest sanitary facilities are one kilometer away
<i>Use and Activities</i>	Usage	One point	- place is simply passed through and not being used actively - small number of those passing by on their own or in pairs - mainly elderlies

Results

	Activities	Zero Points	- no activities are offered at all
	Management	Zero Points	- no direct management responsible - inhabitants are not involved in maintenance - once a month the place is cleaned by municipality workers
	Economy	One point	+ facilities are located at the place (driving school, kindergarten, closed down restaurant, doctor) - facilities do not have any influence on the suburb's economy as they do not make use of the place
<i>Sociability</i>	Interaction	One point	+ people know and greet each other - they do not show motivation to interact in a more dynamic way
	Pride	One point	- place is used as a pass through - people do not seem to be willing to linger at the place + visitors do not seem to be embarrassed of the place either

To summarize, the places key attributes were not assessed that positively. The attribute of access and linkages was assessed the best, due to the completely barrier free surroundings and the safe environment for pedestrians. However, regarding the parking situation and public transport, it became clear that improvement is necessary.

The attribute of comfort and image was again positively assessed. Being somewhat clean, safe and having an overall positive appearance, the only main point of improvement regards the lack of seating possibilities and sanitary facilities, as infrastructure needs to be provided in order to be able to offer activities.

Compared to that, the key attribute of use and activities scored the lowest, as the place is only used as a pass through, has no real economic influence on the suburb, and completely lacks activities and management. Specifically, the aspects of usage and activities demonstrate how underused the place is.

Thus, the sociability attribute also scored low, as people do not actively use the place, nor are they eager to interact with each other. However, it can be mentioned positively that besides the several dissatisfiers people do not seem to be ashamed of the place.

## 4.2.2 Pictures

Several pictures were taken to get an overview of the marketplace and its point of improvements. On the picture below, an overview of the “entrance” situation of the marketplace is provided. Standing in front of the church, the crosswalk, the main road and a first sight of the marketplace is portrayed.

Picture i: View on marketplace entrance from church (Authors own creation, 2019)



Getting a little bit closer, the next picture portraits the beginning of the marketplace. Here some of the greenery and the closed down traditional restaurant on the right side can be seen.

Picture ii: Beginning of marketplace (Authors own creation, 2019)



Next, the following picture, which was taken in the middle of the marketplace, gives a broad overview providing insight on the current parking situation and the traditional half-timbered residential houses on both sides. Furthermore, the white Kindergarten building can be seen in

## Results

the middle and other facilities like a driving school and doctor's office, which are located on the ground level of a residential building, on the right side of the picture.

Picture iii: Overview of marketplace from church (Authors own creation, 2019)



Additionally, a picture was taken in front of the Kindergarten to give an overview from the other side of the marketplace. It provides a more detailed view on the small fountain, greenery and the bad maintained chairs situated in the right corner of the picture.

Picture iv: Overview of marketplace from Kindergarten (Authors own creation, 2019)



After having a first overview of the place, more detailed shots of the doctor's office, the driving school, the closed down restaurant, the Kindergarten, the fountain and the parking situation can be found in the appendices (*Appendices 8.6.1 - 8.6.5*), which provide a more detailed view of the marketplace.

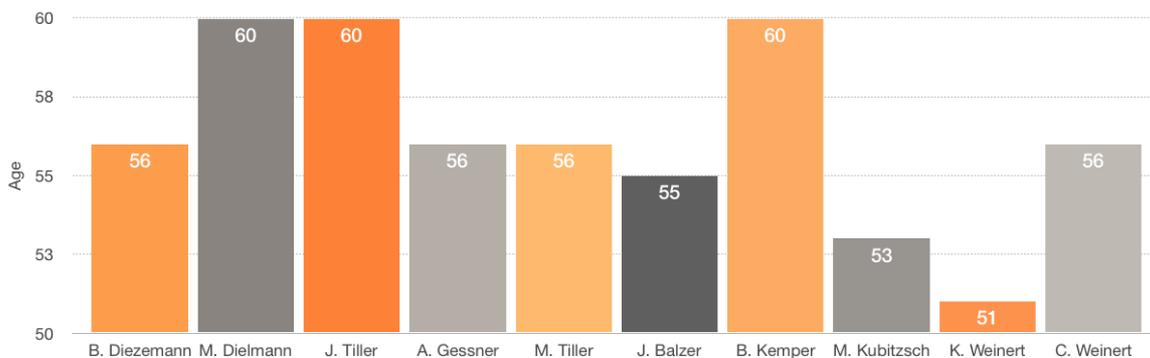
### 4.2.3 Interviews

The outcomes of the interviews provide insight on the target group, the marketplace, traditions of the suburb and potential stakeholders next to other aspects. An example of the coded interviews and coding outcomes can be found in the appendices (*Appendices 0 - 8.3*). However, the relevant data resulting out of the ten interviews are summarized in the paragraphs below.

#### Name, Age, Location:

The majority of people interviewed are male, as indicated by their names. As it was already decided beforehand to focus on the strongest age group of the suburb, most of the interviewees are in their mid-fifties. Below, the age-range of the interviewees is visually portrayed for clarification:

Figure xii: Age distribution of interviewees (*Authors own creation, 2019*)



Further in regard to location it can be stated that all interviewees have spent their entire life in the suburb. As demonstrated by Kerstin Weinert (2019) stating that she has “always lived in Eiserfeld and has not even move to a different street once”.

#### Household size:

In regard to household size most interviewee´s stated that they have one offspring, who however does not live at their house permanently merely at the weekends. As Bruno Kemper (2019) who explained that “constantly only my wife lives here. My daughter only comes at the weekends when she can leave university”.

#### Profession/ Education:

The responses regarding the interviewee´s profession and education can be summarized, as most of them stated that they did not attend University and are now working in craftsmanship or in the administrative sector. Therefore, the statement by Martina Kubitzsch (2019) that “she works as a secretary at the University of Siegen”, can be seen as typical for the aimed at target group.

#### Biography:

All of the interviewees had quite a similar biography. Like Kerstin Weinert (2019), who said “I was raised in Eiserfeld and spent my youth here”, mainly all of the interviewees lived in a comparable way. As already mentioned, all of them have spent their lives in

Eiserfeld and are currently still working in the suburb or close by. Even though some of them spent small time doing their apprenticeship in schools situated in another city, they preferred to commute daily instead of moving away from the suburb. This is supported by the quote of Jörg Balzer (2019) stating that each day he “commuted to school in Cologne as he decided to continue living in Eiserfeld”.

**Personality:**

Concerning the interviewees personalities, many of them mentioned social attributes like Bernd Diezemann (2019) who said that he is “talkative, local-bounded and a family man”. Many of their personality traits also underlined their fondness to nature and the suburb itself, which is proven by Maybritt Tiller (2019) saying that she is a “nature-lover”. Along with this attribute many described themselves as “sportive” like Jörg Balzer (2019), or as “sociable” like Kerstin Weinert (2019) did.

**Role/Tasks, Obligations:**

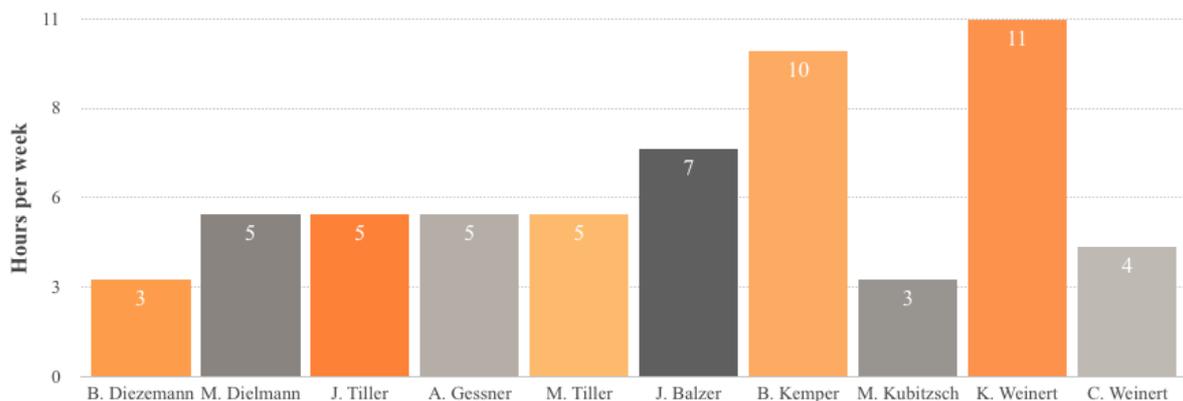
In regard to people’s role, all of them stated that they work in full-time positions like Martina Dielmann (2019) who explains that she “normally works daily until at least five p.m.”. Most said that they had obligations such as maintaining the household and their properties. Proven by Andreas Gessner (2019) stating that he is “responsible for the maintenance of his property and the daily organization of household chores”. Additionally, some mentioned that recently new obligations occurred, like Christoph Weinert (2019) who says that he is now “involved in the daily care of his parents”.

**Free time activities/duration:**

Despite their many obligations, the interviewees mentioned several leisure activities that they enjoy. The most frequently mentioned leisure activity is mountain biking in the wooded surroundings, like for instance Bernd Diezemann (2019) does it. Generally, all cited activities were mainly of sportive nature. Supported by the statement of Martina Kubitzsch (2019) who says that she tries to “use all the free time to go mountain biking or jogging”. Or by Jörg Balzer (2019) stating that he “loves mountain biking, shooting and playing squash”.

Regarding the duration of those activities, the responses varied between three and eleven hours a week. To get a better overview, those outcomes are portrayed graphically below:

Figure xiii: Available amount of free time (Authors own creation, 2019)



### **Challenges:**

The graph portrayed above, makes it clear that the biggest challenge for all interviewees is the lack of free time available for either their leisure activities or to spend quality time with family and friends. This becomes obvious by looking at the statement of Christoph Weinert (2019) who says that he would like “to spend as much time possible with my wife and child”. Another topic, which concerns many of those being questioned is to stay healthy and active, as stated by Bruno Kemper (2019) who “struggles with staying healthy sometimes”.

### **Personal goals:**

Resulting out of the challenges, the personal goals of the interviewees become underlined which can be summarized in having more free time, staying healthy and retiring early. This is confirmed by Andreas Gessner (2019) who states that his “personal goal is to have more free time and enjoy life” and by the quote of Christoph Weinert (2019) whose “goal is to stay healthy and work towards an early retirement”.

### **Use of social media:**

Even though the interviewees are not digital natives it can be said that all stated that they regularly use social media between fifteen and sixty minutes a day. This is verified by Maybritt Tiller (2019) who mentioned that she uses “Telegram, WhatsApp and YouTube”. Nevertheless, WhatsApp can be identified as the most commonly used social media by all individuals questioned.

### **Fears:**

In regard to their fears, most stated that they are concerned about new dangers, threats and changes regarding political, environmental and economic aspects which also becomes clear by the statement of Martina Kubitzsch (2019) saying that “looking at political activities and the climate, you can become rigid with fear”.

### **Current perception of the marketplace:**

Despite being concerned about the political developments it can be said that everyone interviewed feels safe in Eisfeld and is not concerned at all. This outcome becomes underlined by Maybritt Tiller (2019,) who states that she “was walking home on my own at three a.m. and was not afraid at all”.

### **Usage of the marketplace:**

Concerning the frequency of people visiting the place most stated that even though in previous years they spent a lot of time at the marketplace, like Bruno Kemper (2019) says that he “always visited the place for occasions like the Christmas market”, they currently use the place just as a pass through and do not actively spend time there. Something which becomes clear when looking at the response by Andreas Gessner (2019), who states that he “does not spend actively time there, I just use it (the place) to pass through.”

### **Motivation of visit:**

Regarding the reasons for people to visit the place, the responses can be summarized in their motivation to get to a desired location or to call on people who live nearby. As Andreas Gessner (2019) states that he “cross over the marketplace to see my friends who live in a street near to the place”. Further, it becomes clear when looking at the statement of Jörg Balzer (2019) stating that the place “is the starting point when we meet with the bike club” that it is also made use of as a meeting point for sportive group activities. Further, all interviewees mentioned that formerly their main motivation was to visit the Christmas market, where according to Bruno Kemper (2019) “you always met people you knew”.

### **Satisfiers & Dissatisfiers of the place:**

Looking at the satisfiers and dissatisfiers of the place named by the interviewees, the lack of seating, gastronomy, and mainly entertainment were mentioned as dissatisfiers. This is supported by Martina Dielmann (2019) stating that “seating possibilities are too little and not appealing”, or by Maybritt Tiller (2019) mentioning “the old restaurant should be revitalized with some sort of cozy café”. Especially the lack of entertainment was mentioned by nearly all interviewees, which is underlined in the words of Bruno Kemper (2019) saying that “there is nothing entertaining at the marketplace which would be worth visiting”, or by Christoph Weinert (2019) stating that “there is nothing going on which is at least a little bit entertaining”.

As satisfiers many mentioned the appearance of the place including its greenery, which becomes proven by Bernd Diezemann (2019) stating that “the place has a lovely appearance, especially the fountain and greenery suit the image of the suburb and the half-timbered houses at the place”.

Further, most mentioned that they would like to have the Christmas market to be reintroduced to the marketplace again and would appreciate if summer activities took place. An aspect that is backed up by the statement “there is a need to bring back the Christmas market and perhaps do other festivities like an open-air cinema in the summer months” by Bruno Kemper (2019) or by Martina Kubitzsch (2019), mentioning “a flea market would be nice, something social perhaps. And the Christmas market should definitely take place again”. Finally, the overall opinion is that the traditional buildings ought to be maintained and incorporated in the concept as stated by Bernd Diezemann (2019) who suggests “you should give the buildings a new purpose as they are part of the typical Siegen building style”. Additionally, it was mentioned that only facilities and activities of high-quality standard should be planned. This is underlined by Martina Kubitzsch (2019) saying “it must be paid attention to the quality of the facilities to provide a nice image”.

### **History of the Place:**

In regard to history, most interviewees remembered that many facilities were located at the place like a school, a youth center or shops. To be more specific, as mentioned by Bernd Diezemann (2019) “in the past there was a stationary store, my old school, the youth center, a doctor’s office and of course the restaurant were many events took place” or as Martina Dielmann (2019) mentions “she used to buy presents for her teacher at the stationary store”. This fact also is stressed by Jörg Balzer (2019) stating that “in previous times the marketplace was at the center of everyone’s life”.

### **Memories connected to the place:**

As all of the interviewees have spent their entire life in the suburb, they associate a lot of memories with the place like meeting friends at school, the youth center and later on the Christmas market. This becomes obvious when Martina Dielmann (2019) states that she spent her “school time there, met with friends in the youth center, and spent many cold evenings on the Christmas market”. Further, everyone remembered celebrating several occasions in the former restaurant. This became specifically clear through the response by Jörg Tiller (2019) saying that he “got married in the restaurant”.

### **Traditions and their relevance:**

Concerning the traditions of the place, most mentioned that typical ones are the commonly managed woodlands, the half-timbered houses next to the mining history. As stated by Bernd Diezemann (2019) “especially the mining industry has shaped the suburb”. Even though those traditions are still of big relevance for the residents, as proven by the quote of Jörg Tiller (2019) affirming that “traditions are still celebrated today”, their relevance decreases with every new generation. Thus, people think it is relevant to keep those traditions alive and as Bernd Diezemann (2019) states “to pass them on to the younger generations”.

### **Co-creation and potential stakeholders:**

Finally, regarding the question on potential stakeholders and the interest of co-creation, most of the interviewees showed interest and were eager to get involved in the process themselves. This was proven by Andreas Gessner (2019) stating “in previous projects like the renewal of the local roundabout, people were also motivated to get involved”. Concerning potential stakeholders most mentioned residents, local schools, local leisure clubs and heritage associations. An aspect underlined by Jörg Blazer (2019) saying that “the Wäjellschess Gänger, Miteinander helfen, the round table and the Heimatverein, are heritage associations which are possibly eager to get involved”.

## 5 Analysis

### 5.1 Target Group of the marketplace

Based on the analyzed data gained through interviews and desk research the main, most fitting and dominant target group for the aimed at placemaking concept can be identified. The user persona below portrays a fictional representative of the target group.

Figure xiv: User persona representing a fictional representative of the target group for the marketplace  
(Authors own creation with a template by Xtensio.de, 2019 and picture by Khorzhevskaja, 2018)



### 5.2 Current situation of the marketplace and its history

By analyzing the outcomes of the interviews, desk research, observation, and pictures made, the current situation of the marketplace can be determined.

First of all, as the marketplace is characterized by it, the history of the place still plays a relevant role for the suburb's residents. This becomes clear, by looking, amongst other facts, at the half-timbered houses still located around the place determining its character. This can be regarded as a big satisfier, as they do not only add positively to the appearance of the place as seen in *Picture iii* and *Picture iv*, but they also "reflect the suburbs history" as stated by Bernd Diezemann (2019) and resemble the relevance of traditions to the people. Consequently, the currently empty half-timbered houses need to gain a new purpose, so that not only the traditional buildings are kept intact, but the character of the place itself is maintained.

Regarding the history of the place, generally speaking a lot of effort is put on keeping the suburbs traditions alive. Especially in times, where traditions are more relevant to the older generation and need to be “passed on to the younger generation” as stated by Bernd Diezemann (2019), it is necessary to involve the traditions of a place when developing a new concept. Therefore, specifically millennials and local schools need to be involved within the process, as young people do not only need to be remembered of their heritage, but it will help ending their search for places where they can make as many lasting memories as possible in times of the experience economy. However, as the marketplace is currently providing no entertainment at all as seen in *Table i*, it is time for a change.

Consequently, it can be determined that there is a great need for entertainment and activities, which the place lacks due to a deficiency of engagement and financial support. Especially since traditional festivities and “the annual Christmas market stopped taking place, due to infrastructural matters” according to Jörg Tiller (2019), nothing is offered anymore. This should have been avoided, as a place can only add to the living quality of a community if people are able to socialize, especially in times of the urbanization, where the need to socially engage in a public space is constantly increasing according to the experience theory (*Chapter 2.1*). Thus, annual activities like the Christmas market or small summer festivities - happenings throughout the year, need to be offered so that visitors can interact with each other. Because according to the experience theory, designing repetitive experiences helps with reaching the aimed at affinity of a visitor to a place.

Additionally, the place needs to have more seating possibilities for visitors to use, as current seating was neglected and is not usable anymore as seen on *Picture iv* and in *Table iii*. A need which must be satisfied, especially as one of the most important key attributes of placemaking is the one of comfort and image, which enough seating has great influence on. By establishing more seats like benches, it will enable residents to sit down and socialize with others while enjoying the greenery, the fountain and the half-timbered houses. As it became clear from personal communication (*Chapter 3.3.1*) all are satisfiers of the place and part of its positively perceived appearance.

Further it can be said that currently people are not involved within the concept of the marketplace at all. Neither are they part of the creation process nor is something done by the municipality to please their needs. This is a major difficulty, as in fast moving times people seek to make lasting memories. Despite that, involving people within the concept is not only the central idea of placemaking, but within the experience economy the need of interaction and communication with stakeholders increases daily. Thus, co-creation needs to be made use of to consider the opinions and needs of everyone involved, to be able to reinvent the place in a community driven, creative and sociable way.

The urgency to eliminate dissatisfiers becomes clear not only when looking at observations and pictures made, but they were also mentioned multiple times by residents as one of the main reasons why they barely visit the place (*Chapter 3.3.1*). Considering the above analyzed, people seem to strive for it becoming more like it was in former times when restaurants, shops and schools were located at the marketplace which made the place lively and enabled visitors to socialize. The marketplaces key attributes are assessed as rather poorly as seen in *Table iii*, and not being able to provide people with what they long for. Changes need to be made by creating a concept which does not only please the principles of placemaking, but the four realms of an experience, namely education, es-

thetics, escapism and entertainment, to be able to provide visitors with a meaningful experience. By creating a sense of place, the feeling of belonging and attachment is going to be evoked which is going to increase people's motivation to visit the place.

### **Environmental trends**

Moreover, after conducting an environmental scanning of the place, six trends were identified as currently the most relevant for the marketplace. Those trends are namely communities getting more financial support to revitalize their suburb, stores increasingly closing down, the trend of Cocooning, the urge of collectivism, the demographic change next to climate change (*Chapter 4.1.2*). Due to their relevance, those trends need to be considered, to make the concept work. Regarding for instance the increased numbers of financial aid programs small suburbs can receive, it will help minimize the current lack of financial support. This way, placemaking concepts can be realized more easily. Concerning the trend of stores closing down, the new concept could counteract by generating more visitors, which will make it more attractive for shops to open up at the place. Additionally, by providing a valuable experience for people to socialize, the concept could counteract the trend of Cocooning and support the trend within the experience economy of pleasing the need for authentic social interaction. With demographic changes becoming increasingly relevant within the next years, it is of great significance that the concept being developed fits to the target group and the estimated older age structure in the future. Only then will the concept stay attractive to visitors in the future as well. Lastly, climate change needs to be considered along the placemaking process, which makes it indispensable to plan and work in a sustainable manner, as it is going to influence not only today's living situation of the residents but their future as well.

Concluding, it can be said that the marketplace has barely any attendees, as no experience is offered to them at all. In order to implement change, trends, developments, history of the place next to the key principals of placemaking, the experience theory and co-creation need to be considered. This way a concept can be developed, which emotionally touches visitors, so they can perceive their visit as valuable and have a meaningful experience.

### **5.3 Suitable Stakeholders**

After identifying potential stakeholders, which need to be considered for the project by looking at former projects and by interviewing the target group, it is necessary to do a first analysis of their possible impact, power and influence on the project (*Lienert, 2019*). For a more structured understanding, the analysis focuses on the thirteen stakeholder categories, instead of analyzing each stakeholder individually.

First, they need to be grouped into primary, secondary, and tertiary stakeholders (*Lienert, 2019*) to analyze the extent of impact. Stakeholders that are grouped as primary ones, are expected to have more influence on the project than those grouped as tertiary ones, and therefore should be engaged more intensely in the project.

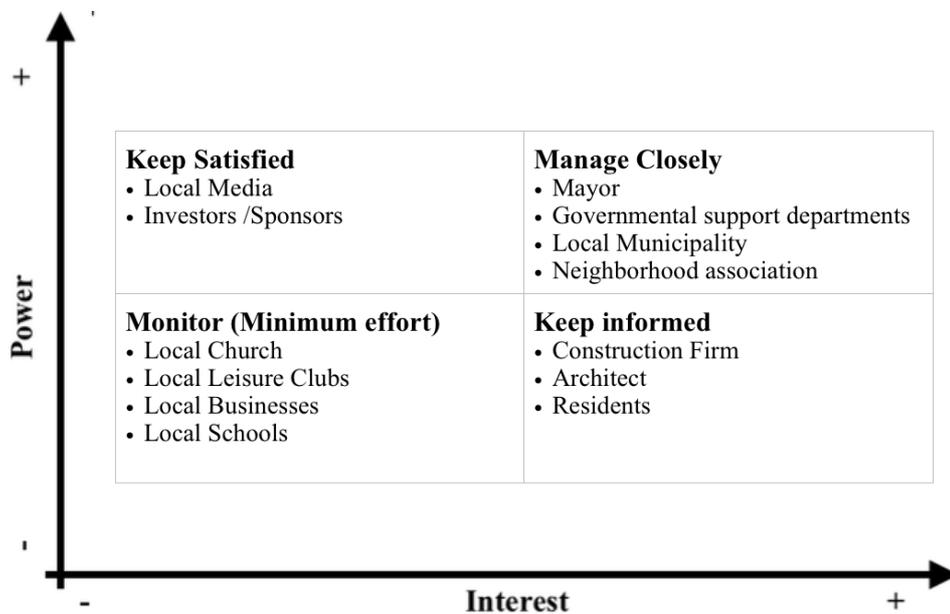
Considering that, residents as the main beneficiaries have a lot of impact on the place-making concept, as it is developed based on their needs and wishes. Therefore, they have been grouped as primary ones, as seen in the table below:

Table iv: Stakeholders grouped by their impact (Authors own creation, 2019)

Primary	Secondary	Tertiary
Residents	Local schools	Investors/Sponsors
	Construction firms	Governmental support departments
	Mayor	
	Local municipality	
	Local media	
	Neighborhood associations	
	Local businesses	
	Local churches	
	Local leisure clubs	
	Architects	

Additionally, it is of great importance to prioritize the stakeholders with the help of a power interest grid to determine their key motivation and to analyze, which actions need to be taken in order to engage them most successfully. In the figure below, the prioritization of stakeholders, regarding their power and interest that they have concerning the project, can be found:

Figure xv: Stakeholders prioritized by power and interest (Authors own creation, 2019)



To get a better understanding of why the stakeholders have certain power and interest in the project, the reasoning for the above shown analysis is listed below:

Table v: Evaluation of stakeholders (Authors own creation, 2019)

<b>Potential Stakeholder</b>	<b>Power /Interest</b>	<b>Reasoning</b>
<b>Mayor</b>	High power / High interest	Facilitator when it comes to implementing the envisioned concept. Without his go the project can't be realized. It is assumed that he is highly interested as it can be anticipated, that he wants the area to fit to Siegen's image.
<b>Governmental support departments</b>	High power / High interest	Possible providers of investment to support a better living, city design and a more cultural background (specifically having in mind the suburbs history).
<b>Local churches</b>	Low Power / Low Interest	Possible supporters who can become part of the concept. It is likely, that they still need to be convinced by the project to be motivated to get involved.
<b>Local media</b>	High power / Low interest	Without them marketing the concept, visitors won't become aware of the place. It is expected, that they still need to be convinced by the project to get involved.
<b>Local municipality</b>	High power / High interest	Facilitator when it comes to implementing the envisioned concept. They have the power to apply for financial aid and provide permits. Without their help the project can't be realized. It is assumed that they are highly interested as it can be anticipated that they want the area to fit to Siegen's image.
<b>Construction firm</b>	Low Power / High Interest	Are of great help to realize the concept. It is assumed that they want to get the contract but are easily replaceable.
<b>Architects</b>	Low Power / High Interest	Are of great help to realize the concept. It is assumed that they want to get the contract but are easily replaceable.
<b>Local leisure clubs</b>	Low Power / Low Interest	Possible supporters who can become part of the concept. It is likely, that they still need to be convinced by the project to be motivated to get involved.
<b>Residents</b>	Low Power / High Interest	The concept is supposed to please their needs. They want the area to be more attractive and entertaining. However, they can only give suggestions and ideas and need support of other stakeholders.
<b>Local businesses</b>	Low Power / Low Interest	Possible supporters and sponsors who can become part of the concept. It is likely, that they still need to be convinced by the project to be motivated.
<b>Neighborhood associations</b>	High Power / High Interest	Supporters who have a lot of helpful networks, experience and are expected to be eager to help by volunteering and can motivate inhabitants to get involved as well.
<b>Investors/Sponsors</b>	High Power / Low interest	Without their financial support the project can't be realized. It is likely, that they still need to be convinced by the project to invest.
<b>Local school</b>	Low Power / Low Interest	Possible supporters who can become part of the concept. But it is expected, that they still need to be convinced by the project to be motivated to get involved.

Concluding, it can be said that the mayor, the governmental support departments, the municipality and neighborhood associations need to be managed closely. Being key players within the planned concept, they need to be engaged continuously to keep them satisfied. While local media and possible investors do not require that much effort, even though they should be consulted as possible future key players, information needs to be shared in moderation to maintain their interest. Next, construction firms, architects and especially the residents need to be informed and involved within the co-creation process even though they are not able to make or break the concept. Lastly, all local initiatives like, leisure clubs, schools, churches and business do not require direct actions and only a minimum of effort. However, these stakeholders need to be monitored, as it is hoped that by communicating regularly with them, they are going to be willing to become part of the project themselves at some point.

Regardless of their assessment, every stakeholder is indispensable for the success of the placemaking concept, due to their individual opinions, skills and ultimately power. Thus, stakeholders need to be continuously involved within the process of co-creation. This is specifically important within the experience economy, where the need to interact with stakeholders increases steadily.

It is important that throughout the co-creation process ideas are shared transparently between all stakeholders to be able to develop a concept, which provides the target group with a meaningful experience suiting their preferences. This enables them to participate, which is an essential part of the experience theory and therefore successful placemaking. Only then, people will be motivated to visit the marketplace more frequently. Therefore, hierarchies between the stakeholders need to be broken down, to be able to put the concept into practice and to complete the co-creation process (*KnowledgeBrief Professional, n.d.*).

However, analyzing the previously identified stakeholders is just the first step within the process of stakeholder management. After getting an idea on what actions need to be taken, fitting to the stakeholder's power and interest, a stakeholder register and engagement plan need to be developed to successfully make them a part of the placemaking process and to be able to actually manage them within the project. Only then successful co-creation is going to be possible.

## **6 Conclusion and Recommendations**

### **6.1 Conclusion**

To be able to provide a qualitative and detailed answer to the problem statement of:

“How could a potential placemaking concept for the marketplace in Eiserfeld look like with the aim to increase the value of living quality for Eiserfeld’s inhabitants?”

First, the principles of the experience theory, placemaking, target group, environmental scanning, stakeholder identification and the co-creation process have been clarified with the help of literature research. After that, observations and interviews were done and pictures taken to identify satisfiers and dissatisfiers of the marketplace, its target group and its history. This way, it was possible to identify the current situation of the place. Providing an answer to the research questions and getting a better understanding of the topics mentioned above was indispensable in order to be able to answer the problem statement.

Based on the research conducted it was concluded, that typical traditions like the half-timbered houses, the communally managed woodlands or the mining industry are still of relevance to the suburbs residents. Nevertheless, it can be noticed that they are of more relevance to the older generation than they are to the younger one. Due to that, the suburbs traditions need to be considered within the placemaking concept. Not only to maintain the history and traditions, but also to make the younger generation aware of its relevance, which is going to increase their motivation to engage within the concept.

The current situation of the marketplace can be summarized as being highly underused. The lack of attendees was proven by conducting interviews and observations, which have shown that people mainly just cross over the place and do not use it to socialize. Resulting from this and the needs and wishes of the target group, is a tremendous need and longing for more entertainment at the place.

Further, after scanning the marketplaces external environment, it can be summarized that several trends can be identified which impact the aimed at place, but only five of those can be assessed as currently relevant. Especially the trends of communities getting more financial support, stores increasingly closing down, the trend of Cocooning, the urge of collectivism, the demographic change next to climate change need to be considered to be able to develop a durable placemaking concept.

Increasing the scope of entertainment offered, is going to motivate residents to go outside more frequently and to socialize with others. This way, the concept counteracts the trend of Cocooning and supports the trend of satisfying the growing need for authentic social contact. Lastly, demographic changes need to be taken into account when developing a concept. Thus, the concept needs to be fitted to the estimated age group and must be developed in a sustainable manner, to not only influence today's living situation positively but the future as well.

Next, after conducting research on statistics regarding Eiserfeld’s age division, income, and nationalities, the fitting target group for the marketplace concept was identified as a married German male between the age of 46 and 64, who has on average one child. Typical characteristics are that he has spent his entire life in Eiserfeld, that he is sportive and

eager to volunteer. His frustrations can be concluded in his concern about political developments and his lack of free time. However, currently his biggest frustration is the lack of time due to his obligations like taking care of his parents. He deeply wishes to enjoy his soon retirement and is therefore seeking a place with entertainment, where he can not only socialize but support his well-being to age in a healthy manner.

Finally, it can be concluded from research about previous revitalizations of Siegen, that many stakeholders like the local municipality, the local business next to cultural, religious, or educational organizations have great influence on the development and implementation of the concept next to the process of co-creation. Further, it can be said that asking interviewees if they know of potential stakeholders proved to be effective, as they identified many local leisure and heritage associations willing to get engaged in the co-creation process. The stakeholder with the most interest for this placemaking concept are the residents themselves, as the concept is going to be based around them. Because of that, they are eager to get engaged within the project.

The conclusion can be drawn that there is a big interest from many sides to revitalize the marketplace by developing a placemaking concept. While the target group hopes to be better entertained, it is assumed that the local municipality wants to increase the number of visitors so that the place suits the revitalized image of Siegen. Something both sides have in common is that they want the value of living quality to be increased for Eiserfeld inhabitants. However, it also can be summarized that even though many resources are available, different aspects need to be considered to make the concept a success. How community needs can be fulfilled, is described in the recommendations within the following chapter, which ultimately provides an answer to the problem statement of this thesis.

## **6.2 Recommendations for the marketplace concept**

Summarizing the conclusion, it becomes clear that several dissatisfies were identified regarding the key attributes of the place. Therefore, no single solution is being proposed for the multiple problems but several initiatives, to be able to provide a more meaningful and emotionally touching experience for visitors. As this is an innovative and explorative research, where several approaches exist on how to revitalize the place, the following can be seen as a suggestion which still needs to be developed further in a co-creative process.

### **Use & Activities**

As recurring experiences help with the attachment of visitors, it is suggested to offer several activities throughout the year. First, it is advised to reintroduce the Christmas market at the marketplace. This way traditions are continued, and peoples need for social interaction is going to be pleased. To make the Christmas market a success, partnerships with stakeholders should build the basis of this event. Therefore, it is suggested to involve schools amongst others, who could do handicrafts with their students and sell them on the market, while heritage associations could sell traditional food. This will additionally solve the problem of lacking volunteers.

Next, it is advised, to revitalize the old restaurant. It is recommended, to cooperate with a construction firm and an architect to renovate the interior of the restaurant to make it

more appealing, while keeping in mind the suburbs traditions. For the beginning it is advised, to only open the restaurant occasionally for special events or leisure club meetings, due to economic reasons resulting out of the low attendance. However, to increase the number of visitors, it is advised to offer events like cooking courses by the local greengrocer and parent assemblies from the school nearby. This is going to motivate residents to attend those happenings, as it pleases their longing for more social interaction. Once the number of guests increases, it should be considered to open the restaurant on a regular basis again. In order to make this work, partnerships are essential.

Further, to be able to offer entertainment throughout the whole year, it is suggested to offer regular summer activities like small concerts provided by local media firms, flea markets, children festivities and a market provided by the local grocery store. These festivities should take place as a co-creative process where stakeholders contribute to the fulfillment of the entertainment realm and provide the visitors with valuable experiences. This way, dissatisfiers regarding the key attribute of use and activities within placemaking can be eliminated.

### **Comfort & Image**

To eliminate the identified dissatisfiers regarding the attribute of comfort and image it is advised to establish more seating in a semicircle around the fountain. This way people can socialize with each other while overlooking the place. As this is something wished for by the residents, it is advised to let them design the seating themselves in a co-creative process. Here particular attention should be given to the comfort of the seating and not only focusing on a nice visual appearance, to secure creating a valuable place and not just a design. By adding appealing seating, not only the experience realm of esthetic will be pleased, but the marketplace will provide a place for older visitors to pause in comfort – an important aspect when having in mind the demographic changes.

Further, in order to improve the general image of the place and to preserve its history, it is suggested to repurpose the currently empty stores in the ground levels of the half-timbered houses, by in cooperating them in all the activities mentioned above. When, for instance, the Christmas market takes place, it is recommended to offer small workshops by voluntarily residents. Through workshops, where for example the traditional Eiserfeld dialect is taught, organized by schools and heritage clubs, younger generations will be involved and at the same time the education realm of an experience will be pleased. By repurposing the buildings, not only traditions but the places character are kept alive while infrastructural problems are being eliminated, as the houses provide sanitary facilities – a relevant aspect within the attribute of access and linkages.

When realizing the planned initiatives, it is advised to link all different elements with each other to enable visitors to be active and socialize. Therefore, partnerships with stakeholders will be essential, as this way the community will be involved as an expert. Hereby, the vision of adding value to the residents living quality and fulfilling the community's wishes in times of the experience economy can be fulfilled.

## The vision

Below, a first visual impression of the vision can be found, portraying how the future of the place could look like:

Figure xvi: Visual presentation of vision for the marketplace's future (Authors own creation, 2019)



It is suggested, to begin the implementation with the Christmas market or a summer celebration, so this event can be used simultaneously as a “re-opening party”. And even though there is a need for swift action, so the marketplace suits the image of Siegen and the residents living value is increased, people are going to need time to reconnect with the place. Thus, it is recommended to measure the development and success of the recommendations, by analyzing the number of marketplace visitors continuously after their implementation. This can be carried out with the help of surveys, interviews or observations of the marketplace and its target group. However, to guarantee its reliability, these measurements should be applied under same conditions as before. The recommendations can be evaluated as successful ones, once people use the marketplace to socialize on a frequent basis.

The proposed initiatives are achievable, as they only require a small investment provided through partnerships with stakeholders who are going to become an active part of the activities offered, and the municipality applying for financial aid. In this way not only already existing resources like the old houses are going to be used in a sustainable way, but new resources are provided from both governmental and residential sides. Therefore, the concept is not limited by money, but rather creative ways are developed to overcome the financial obstacles together as a community.

### 6.3 Reflection

Towards the end of this research it became clear that the Eiserfelder marketplace is in great need of revitalization to increase its attractiveness, something the suburbs residents

wish for as well. This underlines the relevance of this thesis and the need for a successful placemaking concept. Hopefully this research provides the basis and incentive for further development and implementation of the recommendations, with the aim that stakeholders become aware of the grievance and of how they can contribute to the realization of the concept. Further it is hoped that this research leads to a higher awareness in general of the importance of revitalizing underused spaces specifically within small suburbs.

It can be recorded positively that it was easy to find residents of the aimed at age group who were willing to be part of the target group interview. All ten people agreed to be interviewed face to face and contributed extensively with highly qualitative responses. The engagement and willingness of the interviewees can be to some extent explained by the fact that it was beneficial that the author of this thesis lives close to the marketplace and had many contacts she could fall back on. This also made the execution of observations and pictures easier.

In the results part, the decision was made to look out for patterns within the interviews rather than analyze each reply in detail. This decision was made due to the fact that the number of interviewees and the extent of their responses was too broad to be manageable in the given timeframe. Therefore, and due to the fact that the responses of the interviewees show many similarities, the coding method helped to structure and analyze the outcomes. Nevertheless, as already mentioned before, even though theoretical saturation was partly achieved, the quality of the recommendations resulting out of this research would have been better, if more time would have been available. Then, more interviews and observations could have been conducted. Further, it needs to be mentioned that even though only one transcript of the interviews is added to the appendices, recordings of the interviews and further transcripts are available upon request.

Generally, it can be said that the goal of this research, to gain insight into the current situations of the marketplace, its target group and Eiserfeld, was reached to the best possible extent regarding the pre-conditions of this research. This conclusion is supported by the fact that recommendations were provided based on the outcomes, which makes a first improvement of the residents living quality possible, provided that the recommendations for further research are implemented.

#### **6.4 Recommendations for further research**

Even though the research can be seen as a success under the given circumstances, recommendations for further research are given, to reach the overall aim of increasing the attractiveness of the marketplace more successfully.

First, the recommendation is given that a bigger timeframe should be considered when doing further research, as this was the main limitation. For more detailed results, the process of design thinking needs to be elaborated. Meaning that the provided prototype on a possible placemaking concept needs to be developed further and tested in a co-creative process together with stakeholders.

Once the concept is implemented, it is then recommended to develop a marketing concept in cooperation with stakeholders, based on the target groups' media use. More people will become aware of the concept, with the help of a marketing concept, which will ultimately increase the number of attendees.

Further it is recommended, to conduct more interviews within the aimed at age group to increase the extent of theoretical saturation and to get a better overview of the target groups needs and wishes. Here it is also essential that despite focusing on the age group 46 to 64, in addition interviews with residents of different ages like children, teenagers or elderly should take place. Next, it is advised to conduct interviews with municipality workers or the suburbs mayor, as they are important stakeholders. Those additional interviews will provide added points of views and ideas to the concept itself. This way, more needs and opinions can be taken into account in the placemaking concept, which will be beneficial as it enables the new concept to please a bigger group of people and therefore is going to increase the number of attendees.

Similar to that, more observations should be executed over a longer period of time, to analyze in a more detailed way the number and frequency of people actually attending the place. This is going to provide more detailed insights into the satisfiers and dissatisfiers of the place and how they are perceived by the target group.

Another recommendation for further research is to complete the process of stakeholder management. According to literature, stakeholder management implies to identify the stakeholders, to asses them, to develop a communication plan and to finally engage them into a project. However, the focus within this thesis was placed on the first two steps. Therefore, it is advised that within future research a communication plan should be developed in order to engage stakeholders successfully throughout the complete placemaking process. To fully complete the process of stakeholder management, it is also necessary to establish a stakeholder register containing all data relevant to manage stakeholders in a structured way. Lastly, a stakeholder engagement plan needs to be developed and applied. This way, the value, impact, and success of the marketplace placemaking concept is going to be increased.

However, with this thesis, the basis for further development of the placemaking concept, and its implementation later on is given, while the first step was taken to increase the value of living quality for Eiserfeld's inhabitants. By implementing the suggested recommendations, a successful placemaking concept with bigger impact on the community can be developed.

All the recommended initiatives should be implemented as soon as possible. Meaning that it is recommended to directly continue with further research, to connect it to the current findings. If too much time passes until further research is carried out, there is a risk of data not being up to date anymore.

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## 8 Appendices

### 8.1 Interview conceptualization (Coding List)

No.	Interview Questions	Relation to topic / Codes
1.	<i>First of all, I need some general information about you. Who are you? How old are you and where do you live?</i>	Name, Age, Location (where are they living at the moment) <b>→ Demographic traits</b>
2.	<i>With how many people do you share your household?</i>	Household size <b>→ Demographic traits</b>
3.	<i>What profession do you have and what education?</i>	Profession, Education <b>→ Demographic traits</b>
4.	<i>After getting to know some details about you, I would be really interested in your story. Can you give me a short summary of your life, including its most important stages up until this point?</i>	Biography (a short description of their life until now) <b>→ Demographic traits</b>
5.	<i>If you should describe yourself with just three words what would they be?</i>	Descriptive words of personality <b>→ Demographic traits</b>
6.	<i>Now I want to ask you some questions regarding your daily life. First of all, can you describe how a typical day is for you?</i>	Role / Tasks <b>→ Psychographic characteristics</b>
7.	<i>Regarding your daily life, what tasks and responsibilities do you have besides work?</i>	Responsibilities <b>→ Psychographic characteristics</b>
8.	<i>And what are typical leisure activities for you?</i>	Free time (Activities, Duration) <b>→ Behavioral actions</b>
9.	<i>How much time do you spend doing those leisure activities?</i>	Free time (Duration) <b>→ Behavioral actions</b>

10.	<i>Do you make use of any kind of social media?</i>	Use of Social Media (Kind, Frequency) → <b>Behavioral actions</b>
11.	<i>And if so, what amount of time and how often do you make use of those?</i>	Use of Social Media (Frequency) → <b>Behavioral actions</b>
12.	<i>Which challenges do you have to deal with regarding your personal life?</i>	Challenges → <b>Psychographic characteristics</b>
13.	<i>How do you feel in regard to the currently political and safety situation?</i>	Fears, Current perception of the situation (economical, safety, social, etc.) → <b>Psychographic characteristics</b>
14.	<i>What are your personal goals in life?</i>	Personal goals → <b>Psychographic characteristics</b>
15.	<i>How frequently do you visit the marketplace?</i>	Use of marketplace (Frequency, Consistency) → <b>Behavioral actions</b>
16.	<i>What are the reasons/motivations for your visit?</i>	Motivation → <b>Psychographic characteristics</b>
17.	<i>If you are at the place, what do you assume is the average time you spend at the place?</i>	Use of marketplace (Duration) → <b>Behavioral actions</b>
18.	<i>Did the relocation of the annual Christmas market have any influence on the frequency of your visits?</i>	Motivation, Use of marketplace (Frequency) → <b>Psychographic characteristics / Behavioral actions</b>
19.	<i>Regarding your current perception of the place, how do you feel when being there? (Safety)</i>	Fears, Current Perception of the situation (safety) → <b>Psychographic characteristics</b>

20.	<i>Does the place provide you with possibilities to socialize with others?</i>	Satisfiers/Dissatisfiers of the place, Current perception of the situation (social), Motivation <b>→Psychographic characteristics</b>
21.	<i>If you think about the place, what memories come to your mind?</i>	Memories connected to the place, Relevance of traditions/History of the place <b>→Psychographic characteristics</b>
22.	<i>Can you remember the history of the place itself? What was it used for in previous times?</i>	Relevance of traditions/History of the place <b>→Psychographic characteristics</b>
23.	<i>To which extent do traditions play a role in your community?</i>	Relevance of traditions <b>→Psychographic characteristics</b>
24.	<i>What are those traditions in specific and are they still practiced today?</i>	Relevance of traditions/History of the place <b>→Psychographic characteristics</b>
25.	<i>Further, I would like to know if you have any ideas on what to change, to make the place more attractive to you?</i>	Satisfiers/Dissatisfiers of the place, Motivation <b>→Psychographic characteristics</b>
26.	<i>What do you think is a “satisfier” regarding the new concept of the marketplace and what are possible “dissatisfiers”?</i>	Satisfiers/Dissatisfiers of the place, Motivation <b>→Psychographic characteristics</b>
27.	<i>Finally, I want to ask you what is your point of view on getting personally involved within the concept of placemaking in regard to the local marketplace? (explain concept of co-creation)</i>	Interest to join the process of co-creation/Stakeholders <b>→Psychographic characteristics</b>

28.	<i>Can you think of any stakeholders who could be of help for the project?</i>	Interest to join the process of co-creation/Stakeholders  →Psychographic characteristics
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## 8.2 Interview with Bernd Diezemann

**Interview from:** 09. September. 2019

**Interview Partner:** Bernd Diezemann

A. Vielen Dank, dass Sie sich die Zeit nehmen und sich damit einverstanden erklären, dieses Interview zu führen. Selbstverständlich werden alle Ihre Aussagen äußerst vertraulich behandelt.

Wie Sie bereits wissen, möchte ich Ihnen einige Fragen zu Ihrer Person, dem Marktplatz von Eiserfeld und Ihrer Meinung und Beziehung hierzu stellen. Der Grund, warum ich Ihnen diese Fragen stelle ist, dem Ziel ein wenig näher zu kommen, ein neues Konzept für den Marktplatz zu entwickeln, um ihn wieder zu beleben, so dass Sie als Bewohner davon profitieren können. (Erklären Placemaking). Das Interview dauert etwa 20 Minuten und behandelt sowohl persönliche Fragen als auch solche, die sich auf den Marktplatz und Ihre diesbezügliche Wahrnehmung und Nutzung beziehen. Wenn Ihnen während des Interviews etwas unklar sein sollte, können Sie jederzeit gerne danach fragen. Gibt es bis zu diesem Zeitpunkt bereits irgendwelche Fragen, oder fühlen Sie sich bereit zu beginnen?

B. Von meiner Seite habe ich gerade keine Fragen also können wir ruhig loslegen.

A. Zuerst einmal brauche ich Ihren Namen, wie alt sind Sie und wo wohnen Sie?

B. Mein Name ist **Bernd Diezemann**, ich bin **56 Jahre** alt und ich wohne in 57080 Siegen-Eiserfeld.

A. Wie viele Menschen leben außer Ihnen mit in Ihrem Haushalt?

B. **Sechs**

A. Welchen Beruf haben Sie und welche Ausbildung?

B. Ich habe **Architektur** studiert und arbeite als angestellter Architekt

A. Nachdem ich nun einige Details über Sie als Person erfahren habe, möchte ich einige Details über ihre Geschichte wissen. Können Sie mir kurz und zusammenfassend, ihre Lebenslaufbahn erläutern?

B. Ich bin in Niederschelden geboren aber **in Eiserfeld aufgewachsen**, hab von meinem ersten Lebensjahr an in Eiserfeld gewohnt, ich bin **dort in die Schule gegangen**, in die Grundschule, später auch zum Gymnasium, auch in Eiserfeld, bevor das dann umzog, also nach Schelden, auf das Gymnasium auf der Morgenröte. Davor war das die Messelbergschule. Und dann bin ich da fertig geworden 1983, war dann bei der Bundeswehr und hab **nach der Bundeswehr mein Studium begonnen** und während dessen immer gearbeitet. Nach dem Studium habe ich dann auf der **Sparkasse in Siegen und später, da wo ich jetzt arbeite, bei der Evangelischen Jugendhilfe gearbeitet**.

- A. Wann sind Sie aus Eiserfeld weggezogen?  
B. Ich bin mal eine Zeit aus Eiserfeld weggezogen **zwischen 1979 und 88 habe ich in Geisweid gewohnt**. Und dann bin ich **wieder nach Eiserfeld zurückgezogen** und habe da gewohnt.
- A. Gut. Wenn Sie sich selbst in 3 Wort beschreiben müssten, welche wären das?  
B. 3 Worte? Das ist schwer? Die sind schon rum.
- A. Sie dürfen auch mehr Wörter nutzen.  
B. Ich denke das wäre dann **gesprächig, ortsverbunden, Familienmensch**.
- A. Gut. Jetzt kommen Fragen zum Alltag und zum Leben. Welche Aufgaben und Verantwortungen haben Sie, in Bezug auf ihren Alltag, neben der Arbeit?  
B. Neben der Arbeit?
- A. Genau.  
B. Gut, **meine Familie, natürlich Verantwortung, alle Kinder**, die dazu gehören, **ehrenamtlich tätig bin ich in der Feuerwehr, seit – keine Ahnung – 42 Jahren**. Das sehe ich auch als Verantwortung und ja, ist schon viel. **Männerkochgruppe in der Kirchengemeinde, genau**.
- A. Welche Freizeitaktivitäten sind typisch für Sie, also was machen Sie in ihrer Freizeit?  
B. **Ich habe kaum Freizeit (lacht)**. Ne, klar in der Freizeit, **fahre ich sehr gerne Ski**, ist ja eher so der Wintersport und passiv **gucke ich sehr gerne Fußball**.
- A. Ja, dass meinte ich damit, was sonst so für Interessen da sind.  
B. Ja, und die **Feuerwehr** natürlich.
- A. Und was würden Sie sagen, wie viel Zeit verbringen Sie in der Woche damit, mit Ihren Freizeitaktivitäten?  
B. Oh.
- A. Es kommt auch immer darauf an, was man zur Freizeit zählt.  
B. Ja, Fußball gucken, da würde ich jetzt schon sagen, wenn man die Möglichkeit hat, ist das ein Spiel pro Woche, das heißt hin und zurück **2 Stunden und mit der Feuerwehr sind das auch 3 Stunden pro Woche**.
- A. Benutzen Sie Social Media? Also Facebook, Instagram, WhatsApp zählt auch.  
B. **WhatsApp** ja, die anderen beiden nicht.
- A. Wie viel Zeit verbringen Sie am Handy oder mit WhatsApp?  
B. WhatsApp, **regelmäßige Kommunikation**. Aber **nicht während der Arbeit**, sondern auch eher in der Freizeit.
- A. Ja, das grenzt das ja auch schon wieder ein.  
Sehen Sie in ihrem Leben irgendwelche großen Herausforderungen, mit denen Sie sich täglich auseinandersetzen müssen? Außer den Verantwortlichkeiten, die

- Sie eben bereits gesagt haben. Zeit oder so, dass man gerade deswegen zu wenig Zeit hat.
- B. Ja, die Tätigkeiten am Haus, am Grund, Grundbesitz.
- A. Haben Sie Ängste oder Bedenken bezüglich Ihrer Sicherheit oder politischer Aspekte, also das man sagt, es wird draußen unsicherer?
- B. Gedanken machen muss man sich sicherlich schon darüber, dass Gefahren da sind, die früher nicht da waren, aber generell habe ich jetzt keine Angst, also hier nicht. Da, wo ich Gefahren sehe, fahre ich eigentlich nicht hin. Das heißt ja nicht, dass auch in unserem harmlosen Siegerland etwas passieren kann.
- A. Aber Sie fühlen sich jetzt schon hier sicher?
- B. Hier fühle ich mich wohl und sicher, ja.
- A. Vielen Dank das Sie mit mir solch persönlichen Informationen teilen, dies weiß ich wirklich sehr zu schätzen. Ihre Aussagen sind eine große Hilfe für das zukünftige Konzept. Lassen Sie uns nun mit den Fragen zum Marktplatz fortfahren.
- A. Wie häufig besuchen Sie im Jahr den Markplatz oder besuchen sie ihn überhaupt oder gar nicht?
- B. Ja, es gab ja mal eine Zeit, da habe ich ihn ganz häufig besucht, weil ich da zur Schule gegangen bin. Die Zentrale des Markplatzes ist ja nach wie vor die Marktschule, die heute nicht mehr als Schule genutzt wird.
- A. Da ist jetzt das Sozialzentrum drin?
- B. Ja. Und ansonsten zum Marktplatz gezielt hin, muss ich nicht, nur zum Treffpunkt der Fat-Tire-Flyer, aber da fahre ich nicht oft mit.
- A. Und früher war da ja der Weihnachtsmarkt.
- B. Der Weihnachtsmarkt, natürlich und man war immer, wenn man in der Kirche war, auf dem Markplatz und als ich noch in Eiserfeld wohnte, war das ja unsere, Kirche.
- A. Das heißt aber auch, die durchschnittliche Zeit, die Sie auf dem Markplatz verbracht haben, ist, abgesehen von der Schule, sehr begrenzt.
- B. Ganz begrenzt, ja.
- A. Das heißt aber, sagen wir mal, Sie würden bei den Fat-Tire-Flyer mitfahren, ist Ihre Motivation, warum Sie den Platz besuchen, Freizeit. Sie haben nicht arbeits-technisch keine Aufgaben dort zu tun?
- B. Nein. Außer auf dem Weihnachtsmarkt, dann habe ich da gearbeitet. Aber das war ja auch Freizeit. Arbeiten in der Freizeit.
- A. Ja, aber das ist ja freiwillige Arbeit. Das ist dann schon wieder eine andere Kategorie.
- B. Ja, das ist richtig.
- A. Wissen Sie, warum der verlegt wurde?
- B. Der Weihnachtsmarkt?

- A. Genau, warum der nicht mehr da ist?
- B. Ja, das sind **organisatorische Gründe**. Weil es viel, viel aufwändiger war, da unten die Infrastruktur hin zu bekommen. **Wasser, Strom, Abwasser**, diese ganzen Sachen. Deswegen haben die gewechselt, an eine Stelle, die zwar nicht so schön ist, nicht eine solche Atmosphäre aufbringt, aber die Gegebenheiten sind halt alle da.
- A. Die haben doch nicht mal Klos da unten (Markplatz) gehabt, oder?
- B. Doch, wir haben vom Kindergarten, **von der alten Schule, die Toiletten** genutzt.
- A. In dem Haus heute ist aber nur der Kindergarten drin, oder? Ist da noch was anderes drin?
- B. Bücherei? Ich weiß nicht? Sozialraumzentrum Eiserfeld. Da haben wir von der Jugendhilfe auch eine Einrichtung drin. **Ich fände das eigentlich gut, wenn da ein Jugendzentrum hinkäme, also wenn der Platz wiederbelebt wird**. Weil **der Platz und auch das Gebäude ja großartig** sind, finde ich.
- A. Ja, deswegen haben wurde Placemaking entwickelt, weil viel leer steht und es versucht werden muss den Dingen einen neuen Nutzen zu verleihen. Z.B. gibt es da, wo ich studiert habe ein uraltes Gefängnis, richtig noch mit Blockmauern und so und da ist jetzt die Stadtbibliothek reingebaut worden und oben das ist ganz modern, mit Dachterrasse. Das sieht so gut aus, auch nicht verschandelt oder so. Die haben das echt gut kombiniert.
- B. Ich finde das ja auch besser, was die Regionale Südwestfalen verfolgt, dieses Thema, nicht Trabantenstädte außerhalb der Ortschaften zu bauen, sondern die Zentren wieder zu beleben. Nur es sind ja da viele Häuser wo noch eine Person oder zwei Personen vielleicht drin wohnen, ältere Menschen, gerade auch da unten am Marktplatz.
- A. Was ist denn mit der Gaststätte? Ist die auch leer?
- B. Nein, der Saal dient nur noch dem ein oder anderen Verein für die Jahreshauptversammlung, aber die Gaststätte ist nicht mehr bewirtschaftet. Der Obstmarkt Enders macht da auch seine Versammlungen.
- A. Sollen die doch da einen Markt machen. Da freuen sich die Omis und Opis auch, die auf dem Marktplatz wohnen, da müssen die nur aus der Tür gehen.
- B. Also, der ist mal **schön gestaltet worden** oder besser gestaltet worden, als er früher war. Vor allem von der Bodenbeschaffenheit. Jetzt ist **Pflaster** drauf. Früher war das eine holperige Teerstrecke. Das hat den Platz schon ein bisschen aufgewertet. Und natürlich auch der **Brunnen**. Das ist eine schöne Geschichte. Hinten angrenzend an die Schule ist ja auch der Kindergarten, der Katholische.
- A. Und das haben die bei uns von der Schule mal gemacht, vom Markplatz geht dieser Grubenwanderweg aus. Das vergisst man irgendwie immer alles. Denn wenn ich da vorbeifahren denke ich nicht, ach ja, hier geht ja der Wanderweg los, sondern, es ist ein Parkplatz. Also, wenn ich mich jetzt in Eiserfeld nicht auskenne, ich bin eben noch vorbeigefahren, da steht ja alles voller Autos. Ich frag mich auch, sind das nur Anwohner?
- B. Ja, es ist momentan auch eine Extremsituation, weil in der Eiserntalstraße ja die große Baustelle ist. Das heißt also, die Autos, die sonst vor der Kirche parken, auf

- der Eiserntalstraße, die müssen ausweichen und dann nutzen die jede Lücke. Deswegen ist der jetzt vielleicht auch etwas stärker frequentiert als sonst.
- A. Ja, das stimmt, das hatte ich nicht bedacht. Also wie wir gerade schon gesagt haben, die Gaststätte ist zu. Was ist da sonst noch? Die Fahrschule.
- B. Ja, Fahrschule Daub
- A. Denken Sie, dass der Platz und was drum herum ist, irgendeinen wirtschaftlichen Einfluss auf Eiserfeld hat?
- B. Mittlerweile gar nicht mehr.
- A. Glauben Sie, das hatte es mal?
- B. Früher war das so. Was heißt einen wirtschaftlichen Einfluss. Da war ein Schreibwarengeschäft, so eine kleine Drogerie Edelman, direkt neben der Schule in den 60er, 70er Jahren war das noch in Betrieb. Gegenüber, auf der anderen Straßenseite, neben der Kirche, da war ein Friseur, da war eine Metzgerei, da war ein Lebensmittelgeschäft, da war die Bäckerei Schütz, die muss man auch noch dazu zählen. Das war das Ortszentrum.
- A. Also das war ein richtiger Marktplatz, es war alles zentral an einer Stelle, irgendwie. Das heißt, das Ortszentrum hat sich verlagert mit dem Aldi usw., weil die nach hinten raus gebaut haben?
- B. Richtig. Eiserfeld hatte aber früher mehrere Ladenzentren, denn das waren ja verschiedene Berge. Lindenstraße, Gasse, Hälsbachstraße, also alles was vom Marktplatz Richtung Süden/Südwesten wohnte, die haben dort eingekauft. Die auf der anderen Seite, Siegenstein usw. Richtung Eisern, die hatten auf der anderen Seite ihre Geschäfte. Irgendwann wurden die Läden immer größer, dafür weniger. Und als die ersten Supermärkte kamen, der erste in Eiserfeld 1969, glaube ich, dass „Kaufhaus für alle“, da gingen die kleinen Läden mehr und mehr zu.
- A. Sehen Sie, dass wusste ich z.B. nicht, dass der Ortskern im Endeffekt dort mal war. Ich kenne das ja gar nicht anders.
- B. Also eigentlich steht die Kirche, die Trinitatiskirche, wie sie heute ja heißt, mitten im Ortskern von Eiserfeld und alles was dort rum ist, ist eine Verlagerung. Die Häuser wurden nicht zerstört, die hatten eine andere Nutzung dann.
- A. Also wenn man so drüber nachdenkt, sieht man das auch richtig, dass das in einem Arm nach hinten rausgebaut wurde.
- B. Ja.
- A. Haben Sie irgendwelche Erinnerungen an den Ort? Schule haben wir ja eben schon gesagt...
- B. Also Weihnachtsmarkt, der da fast 25 Jahre war. Der Marktplatz war dafür das Beste was es gab. In der Architektur der Richerfeldschule kriegt man keine Atmosphäre nach draußen. Der Marktplatz hat ja Flair. Von der Bepflanzung, von der Bebauung und die Kirche, wenn es da geschneit hat. Die Fachwerkhäuser. Und die Anwohner spielten alle mit, die da wohnten. Die haben selbst teilgenommen am Weihnachtsmarkt. Die haben den Strom zur Verfügung gestellt, das Wasser und was man so brauchte. Die Kellerräume als Lager und auch die Gaststätte.

Da haben wir ja auch viel von profitiert, was den Weihnachtsmarkt angeht. Erinert so ein bisschen, wie das ja in Siegen auch so gewesen ist, da war ja jetzt Altstadtfest, die Anwohner öffnen dann ihre Gärten, damit die Leute sich da wohlfühlen können, so war das beim Weihnachtsmarkt auch.

A. Glauben Sie denn, wenn da jetzt wirklich mein Konzept in die Tat umgesetzt würde und da würden wieder Aktivitäten angeboten, die für die Altersgruppe, die am Marktplatz wohnt, oder die in Eiserfeld am meisten vertreten ist, auch ansprechend ist, meinen Sie, das würde angenommen? Oder sind die zu stur?

B. Ich denke, dass ist auf jeden Fall einen Versuch Wert und so alte Plätze müssen auch erhalten bleiben und du siehst, dass so **traditionelle Gegebenheiten, die gehen verloren von Generation zu Generation und wenn man so was wiederbelebt**. Also ich sage gerade den **Weihnachtsmarkt dahin zurück zu holen**, der ist ja nicht fort, der ist ja da. Ich glaube, so fühlt, die Mehrheit der Eiserfelder würde lieber wieder da unten diesen Weihnachtsmarkt haben, dann **würde der wieder jünger werden**. Da oben zieht man prinzipiell nur die älteren Leute hin, weil natürlich diese Aula, in der Handarbeiten ausgestellt werden, ohne dass dort Pavillons gebaut werden müssen oder Hüttchen und sowas alles, was viel Arbeit bedeutet, das ist ja thematisch neutral, da kriegst du keine nassen Füße, da ist es nicht kalt, die bleiben im warmen, wie im warmen Wohnzimmer. Das macht ja aber so einen Weihnachtsmarkt nicht aus. Die jungen glaube ich, die junge Generation, die würde lieber wieder da unten hin. Dafür musst du natürlich auch was in die Hand nehmen, also Manpower und das ist glaub ich **das Schwierige bei den Eiserfeldern, die Alten die lassen das nicht so richtig zu, zu sagen, so wir machen das jetzt nicht mehr, das machen jetzt mal die Jungen**. Die Alten wollen nichts abgeben, dass ist da ganz schwierig. Das liegt jetzt aber vielleicht nicht nur an Eiserfeld.

A. Nein, ich glaube, dass das gesamt am demographischen Wandel liegt.

B. Ja, aber ich sag jetzt mal, **Schulen mit da zu integrieren** und zu sagen, habt ihr nicht Lust, das sind ja auch engagierte Lehrer, die jetzt vielleicht sagen, wir könnten uns das vorstellen, wir machen da so ein Projekt und z.B. schälen Kartoffeln und verkaufen hinterher Klöße, die daraus entstehen am Weihnachtsmarkt. Das muss man natürlich auch alles können. Man kann ja nicht von jedem 16jährigen erwarten, dass er da Kartoffeln schälen kann. Der macht die viereckig. Aber das muss man halt lernen sowas. Und natürlich auch Handarbeiten, das stirbt natürlich aus. Da machen auch viele Leute Kleinkunst, Handwerk und sowas, aber nicht so unbedingt Strick oder solche Sachen. Der Generationswechsel hat z.B. in Schelden prima funktioniert. Die bringen da Flair und Atmosphäre rein. Und genau so eine schöne Ecke ist auch der Eiserfelder Marktplatz.

A. Ich glaube auch, der Marktplatz, als der Weihnachtsmarkt noch dort war, wurde ja sehr gut angenommen. Und wenn man so ein Äquivalent dazu im Sommer hätte, das dies durchaus auch angenommen würde. Jetzt nicht unbedingt mittwochs IN, für jede Woche reicht es wahrscheinlich nicht für die Leute, aber wenn man so etwas einmal oder zweimal im Sommer anbietet, dass das auch angenommen würde.

B. **Definitiv**.

A. Weil das fehlt in Eiserfeld ja wirklich sehr. Irgendwas zum sozialisieren.

B. Es gibt ja noch so ein anderes Beispiel, auch für Eiserfeld, auch so ein bisschen für den Ortskern, das sind die Siegwiesen, die ja auch eine schöne Atmosphäre haben. Die haben wir damals von der Feuerwehr Eiserfeld übernommen in Erbpacht von der Stadt Siegen und haben dann eine **Infrastruktur geschaffen** und die dient nicht nur uns, sondern einige Male im Jahr auch anderen Institutionen oder Einrichtungen. Z.B. Jahresfesten des CVJM, des Turnvereins, der Gesangsvereine, des Schützenvereins, die können da alle ein Fest machen, da ist Strom, Wasser, Abwasser, da findet jährlich das Osterfeuer statt, das sind alles so Dinge, wo **die Möglichkeit besteht für die Vereine**, aber das ist natürlich auch nur eine Geschichte für den Sommer. Auch eine Zeltmission ist dort schon gewesen. Wir können das dann für ganz kleines Geld anbieten und die haben ein Areal, Infrastruktur und Parkmöglichkeiten außerhalb des Zentrums. Aber da spielt sich keine Architektur ab, das ist ja nur eine Freifläche und hier geht es ja wahrscheinlich auch darum, die Häuser, die Bebauung um den Marktplatz herum irgendwie hinzuzufügen. Erstmal da, wo keine Renovierung notwendig ist, wo die Nutzung weiterhin garantiert wird, auch wenn es die einzelnen Leute, die da drin sind, mal irgendwann nicht mehr gibt. Darüber hinaus auch vielleicht andere Dinge dort hinzubringen, **wie Gastronomie oder dass ein oder andere kleine Geschäft**.

A. Das fehlt ja auch im Endeffekt in Eiserfeld, Gastronomie.

B. Es sei denn, die **türkische Gastronomie**, Döner etc. **da haben wir ja sehr viel von**.

A. Das ist aber nichts, wo man sich abends mal hinsetzen kann.

B. Die sind auch alle gut und die haben auch durch die Schulen einen ziemlichen Umsatz, so dass die jetzt nicht in Not geraten und da wieder wegziehen. **Aber in meinen Augen auch zu viel. Gastronomie ist wenig**. Im Ortszentrum, sprich am Marktplatz ist nichts mehr. Was jetzt aber nicht heißt, dass man 1:1 sagen kann „die Marktschänke war früher Gastronomie, da könnte jetzt wieder jemand rein“. Da hätte jemand ziemlich hohe Auflagen zu erfüllen um dieses Gebäude dann entsprechend zu nutzen. Und dafür ein passendes Konzept lukrativ zu gestalten... Aber generell könnte ich mir sowas am Marktplatz vorstellen.

A. Wir hatten ja schon angeschnitten, was früher so am Marktplatz war. Gab es sonst schon mal irgendwas, was am Marktplatz stattgefunden hat?

B. Ja, **1994 gab es dort mal den ersten Tag der Siegerländer Feuerwehr Historie**. Und da war alles, was im Siegerland an historischen Fahrzeugen noch vorhanden war und restauriert war, eingeladen und dann war der Marktplatz komplett mit historischen Feuerwehrwagen gefüllt. Das war eine ganz großartige Geschichte. Das waren schon so viele, dass die nicht alle nur auf den einzelnen Marktplatz passten. Die standen auch auf dem Schulhof. Das war klasse. Es ist ja auch einfach, wenn man da eine Veranstaltung hat, die Straße zu sperren. **Man sperrt quasi nur die Einbahnstraße Hälsbach und die kann man für so eine Veranstaltung von der anderen Seite erschließen**. Das ist da mal gewesen. Ich glaube, es gab auch andere einzelne Veranstaltungen.

A. Aber nichts Regelmäßiges?

B. Ich habe dann noch gesagt, dass könnte man eigentlich regelmäßig machen. Eiserfeld fängt an und dann reihum. Dann vielleicht mal nach Kreuztal, oder nach Hilchenbach oder sonst wo hin. Aber es ist dageblieben. Wir haben auch sonst von der Feuerwehr das ein oder andere dort gemacht. Wir haben für das Jubiläum

2002 den Markplatz als Kulisse genommen. Dann haben wir da alles aufgestellt, Fahrzeuge postiert und Fotos gemacht.

Stallungen sind da auch mal gewesen. Zur Hälsbach hoch auf der linken Seite. Das kenne ich noch so aus der Überlieferung. Selbst kann ich mich nicht mehr erinnern. Da hat der Alfred noch erzählt, dass die Pferde dastanden. In den 50er oder 60er Jahren.

- A. Tradition. Meinen Sie in Eiserfeld spielen Traditionen noch eine Rolle und die Geschichte des Ortes?
- B. Ja, wieder. Es ist ganz wichtig, dass man die nicht aus den Augen verliert. Wir haben da lange profitiert von, weil die Vorgänger Generation, die Generation unserer Eltern, uns vieles überliefert hat von Früher. Und jetzt sind wir in der Verantwortung, wenn das weiter gehen soll, müssen wir das der jungen Generation zeigen und erzählen und auch wirklich alte Dinge aufbewahren und nicht einfach so wegwerfen, sonst verliert sich das zu sehr.
- A. Das heißt, sowas könnte auch mit eingebunden werden, wenn es möglich ist?
- B. Auf jeden Fall, das finde ich ganz wichtig.  
Und wenn junge Leute da eingebunden werden, z.B. den Markplatz zu beleben werden auch Traditionen wiederaufleben. Aber irgendwo sind die Alten mit dabei. Da gibt es diesen Slogan, den ich noch gar nicht so lange, so formuliert gehört habe: „Wer die Zukunft will, muss die Vergangenheit verstehen“. Und das hat sehr viel mit Tradition zu tun. Man muss einfach wissen, wie es früher war und woraus das ganze entstanden ist, was ich heute modern machen will. Aber ich habe den Eindruck, davor versperrt sich die Jugend auch gerne. Gerade die Dorfjugend.
- A. Das macht viel aus, das ist so ein Unterschied, wenn ich meine Freundin höre, die in Frankfurt aufgewachsen ist, das ist wie eine Parallelwelt. Das ist echt interessant.
- B. Ich fahre gerne weg, aber ich komme gerne immer wieder nach Hause. Vielleicht liegt es auch daran. Es gibt ja auch Leute, die wachsen irgendwo auf, wo es vielleicht nicht so reizvoll ist, dort wieder hinzukommen. Die sagen, ich will auf jeden Fall weg hier. Das mag hier natürlich auch stellenweise sein.
- A. Das sehe ich auch immer wieder in meinem Freundeskreis. Es gibt die, die sagen: „Siegerland, fürchterlich, ich will hier weg“. Und die anderen sagen: „Ich könnte mir nie was anderes vorstellen“. Es gibt so gar nichts dazwischen. Das fällt mir immer wieder auf.
- B. Also allein mein Weg zur Arbeit, den ich täglich zurücklege, je nachdem wie die Witterung so ist, dann versuche ich mir einzubilden, ich wäre hier noch nie gewesen, und dann sehe ich erst, wie schön es ist. Und wenn man das nicht kann, sondern immer nur von A nach B fährt, ohne wahrzunehmen, wie schön es ist, dann ist das schwieriger.
- A. Wenn ich ein oder zwei Monate nicht zu Hause war und dann über die HTS nach Hause fahre und in die Oberstadt gucke, dann denke ich immer, oh wie schön, hier will ich gar nicht weg.
- B. Ich würde an so viele Stellen gerne noch hinfahren. Aber ich habe kein Ziel, wo ich sage, da möchte ich für immer hin oder wenn ich mal nicht mehr arbeite, dass man sich irgendwo zur Ruhe setzt. Z.B. am See oder in den Bergen. Wir haben

**hier beides so nah.** Wenn man in den Bergen wohnt, ist es weit bis ans Meer und wenn man am Meer wohnt, ist es weit in die Berge. **Wir sind mitten drin.**

- A. Ja, man hat hier alles, man ist auf dem Land und doch in einer Minute in der Stadt. Und in einer Stunde ist man in einer Großstadt.
- B. Aber ich glaube, das weiß man erst zu schätzen, wenn man mal weg war. Darum ist es auch wichtig, dass die Jugend mal rausgeht. Da weiß man es umso mehr zu schätzen, wenn man zurückkommt.

A. Um nochmal auf die Traditionen zurückzukommen. Was sind denn typische Siegerländer Traditionen? Oder auch Geschichte, wie z.B. der Bergbau, der ja auch immer noch präsent ist.

B. **Hauberg** z.B. ist eine Tradition im Siegerland, die heute vielfach als Hobby betrieben wird. Aber ganz viele haben noch Haubergs Anteile. Das war früher ein Wirtschaftszweig, das diente schon dem Geldverdienen. Bevor der **Bergbau** hierherkam und natürlich damit auch die **Stahlindustrie**, damit die Wege kürzer waren, da war das Siegerland ganz anders geprägt. Schiefer, unsere **Schieferhäuschen**. Dieser Werkstoff ist hier abgebaut worden. Die **Fachwerkhäuser**. Die Geltung, die jetzt das Siegerland hat, ist überwiegend durch die Industrialisierung gekommen und durch den Erzabbau. Das Beispiel war ja, vor ca. 5 Jahren, als die Charlottenhütte, das Stahlwerk, hier ihr Jubiläum hatte, das war so eine Eckzahl, die ich mir mal behalten habe. Es war früher nur eine dreistellige Zahl an Einwohner in der Niederschelderhütte. Als dann die Stahlwerke kamen hat sich das ganze fast verzehnfacht. Die Charlottenhütte hat viele Leute hierhergeholt, die auch geblieben sind. Früher hieß es, wo Wasser ist, ist Leben, das ist auch heute noch so, aber eher im Freizeitcharakter. Die meisten Städte haben sich aber früher da angesiedelt, wo Wasser in der Nähe war, Flüsse oder ein See. Aber heute muss man ja sagen, da wo Arbeit ist, ist Leben. An den großen Flüssen haben sich früher Metropolen gegründet, die sind dort wegen des Wassers und dann war dort auch die Arbeit. Aber von Siegen oder aus dem engen Siegerland, wir können nicht so richtig expandieren, weil wir eine Tallage haben. Gerade die Stadt Siegen hat von Eisern bis nach Kreuztal eine Tallage und für große Firmen war es kaum möglich hier zu bleiben. Die sind nach Wilnsdorf gegangen, nach Netphen, nach Freudenberg, überall wo Autobahnanbindung ist und wo mehr Platz war. Das ist vielleicht auch deswegen eine Entwicklung vom Marktplatz weg, weil es dort zu eng war. Der Rewe z.B. der hätte dort auf dem Marktplatz nicht draufgepasst, das Gebäude. Also sind die an ein Areal an der Sieg gegangen. Genau wie der Aldi usw.

A. Ja, es ist halt alles größer geworden.

B. Wobei ich immer noch sag, so **kleine Lädchen haben ja auch was**. Magdalene Will ist der Schreibwarenladen schlechthin. Solche Lädchen, da gab es also auch einige auf dem Marktplatz. Wo man einfach in ein Einfamilienhaus rein ging und der erste Raum auf der linken Seite war ein Ladengeschäft.

A. Und mittlerweile wünschte man sich wieder, es gäbe mehr solcher Geschäfte.

B. Und eine **Arztpraxis** fällt mir gerade noch ein. Vor dem Schreibwarengeschäft Edelman gab es eine Arztpraxis. Damals der Dr. Bender. Es war schon ein wirkliches Zentrum. Kirche, Arztpraxis, Wirtschaft, Läden. Die Lebensmittelläden direkt umliegend. **Da konnte man Leben und versorgt sein.**

- A. Wenn Sie sich was wünschen könnten, für den Marktplatz, was sollte da passieren, oder angeboten werden damit Sie den wieder mehr besuchen?
- B. Z.B. eine **Gastronomie**. Und so eine Veranstaltung, ein **Sommerfest** oder so etwas.
- A. Sollte sich auch optisch was ändern?
- B. Ja, es ist natürlich ein dunkler Charakter, durch die Schieferhäuser.
- A. Auch begrünter? Mehr Sitzgelegenheiten? Ich bin da heute langgelaufen. Ich glaube es gibt eine Bank am Marktplatz.
- B. Damals durch die Renovierung wurde schon einiges gemacht. Es gibt Beete, Inselchen, ansonsten die Häuser, das ist ein typisch **Siegerländer Gebäuestil. Der gehört dahin.**
- A. Sonst hätte der Marktplatz nicht mehr denselben Stil.
- B. Die **Häuser sollten schon so bleiben.** Gut, man kann sagen, vielleicht ist das ein oder andere schöne Fachwerk unterm Schiefer versteckt. Aber das gehört zum Ortsbild, seit ewig. **Die Gebäude kann man auch anleuchten, mit Licht kann man viel machen.** Die Häuser kann man illuminieren. Nicht nur die Gebäude, sondern auch Räume. Das bringt **viel Atmosphäre.**
- A. Aber der Marktplatz würde belebter, wenn der begrünt wäre und da Bänke sind.
- B. Es gab so den Begriff in Eiserfeld, dass „Invalidenbänkchen“. Das ist jetzt vielleicht so ein wenig abwertend. Der Begriff ist nicht mehr aktuell. **Aber gerade ältere Menschen** müssen sich ja auch im Ortszentrum barrierefrei bewegen. Und dieses „Invalidenbänkchen“ das stand im Ortszentrum ungefähr da, wo jetzt der Kreisel ist. Das stand vor der Sparkasse. Dort saßen die Rentner immer und guckten und verbrachten so den Tag. Guckten, schwätzten, unterhielten sich, tauschten sich aus, sowas könnte man sich dort vorstellen.
- A. Aber wenn alle wieder da sind, dann könnte man ja auch wieder lästern. (Lacht)
- B. Die Hauptstraße, ist nur eine Achse. Neunkirchen nach Eiserfeld. Die geht am Markplatz vorbei. Und vielleicht ist die Achse Niederschelden nach Eiserfeld lebendiger. Aber der Markplatz muss ja was sein, was zu Fuß zu erreichen ist. Es ist doch gigantisch, wie die neue Eisdielen da mitten an der Hauptstraße läuft. **So was würde dem Marktplatz gutstehen.**
- A. Ja, wenn die Eisdielen da wäre, wäre der ganze Markplatz wiederbelebt.
- B. Andererseits, ich glaube die Leute gehen auch in Eisdielen oder Pommes Buden etc., um was zu sehen und gesehen zu werden. Und am Markplatz wird man nicht so gesehen.
- C. Ich glaube die **Eisdielen wäre eine super Idee gewesen am Markplatz.**
- A. Was sollte unbedingt für ein neues Konzept vermieden werden? Gibt es etwas was abschreckend wirken würde?
- B. **Mehr Verkehr da hin zu bringen wäre falsch.** Wenn man es ausbaut, dass es einfach eine Verlängerung der Hältsbachstraße wird. Das muss eine ganz **Verkehrsberuhigte Ecke** dortbleiben. Etwas fußläufiges. Wo man sagt, in die Ecke geht man. Wenn jetzt demnächst die Fußgängerbrücke über der Sieg fertig ist, dann kommt man auch wieder gut da hin. Sogar barrierefrei, weil die Treppe neben der Kirche hat keine Stufen (Rampe). Der Platz muss angebunden werden, an den Rest des Ortes. Es gibt noch einige hässliche Stellen, ehr gegenüber. Die Häuser

müssten vielleicht weichen und dann hat man auch eine ganz andere Optik. Das öffnet den Marktplatz. So guckt man gegen die Kirche, wunderbar, das kann man auch mit Licht ganz großartig erscheinen lassen. Links davon stehen noch so ein paar alte Häuschen, die aber wohl sowieso irgendwann mal weichen sollen. Da wohnt auch keiner mehr drin. Dann könnte man dieses Areal schöner gestalten. Der Weg dahin muss ja auch attraktiv sein. Man muss nicht durch dunkle Gässchen gehen, um da anzukommen. Man muss von den Einkaufsmöglichkeiten, die da sind, dahin gleitet werden. Könnte man auch mit Licht machen. **Leitsysteme mit Licht. Mit Licht und Grün, Bepflanzung dahin zu führen.**

A. Meinen Sie, die Leute in Eiserfeld wären willig, sich mit einzubringen? Das man Co-Kreation Prozesse entwickelt. Das nicht jemand von der Stadt sagt, was dort hinkommt, sondern dass Initiativen gegründet werden, dass wirklich alles auf die Bedürfnisse der Leute basiert.

B. Da gibt es den „**Runden Tisch**“. Da ist schon in den letzten 10 Jahren ganz viel passiert. Da sind ganz viele der Eiserfelder Bürger in die Planung mit einbezogen. Oder auch bei den **“Wäjellschess Gänger“**, **“Miteinander helfen“** und im **“Heimatverein“**. Ich glaube unsere Generation, die ist gerade wieder dabei den Ort zu beleben und die Tradition weiterzugeben. Wenn man was verändern will, **kann man das nur mit den Eiserfeldern und nicht ohne die**. Ein wichtiges Beispiel, wo die Anwohner mit integriert wurden oder durch Eigeninitiative etwas bewegt wurde, ist das alte Travohaus. Das war früher ganz unscheinbar. Das steht seit den 1930er Jahren dort. Selbst am Schulweg, man registrierte das nicht. Das war eine Versorgungsstation, die Eiserfeld mit Strom versorgt hat. Das ist für kleines Geld vom Turnverein Eiserfeld erworben worden. Und der Turnverein hat mit seinen Mitgliedern daraus ein Begegnungszentrum geschaffen. Nicht nur die eigene Geschäftsstelle und ein Vereinsheim. Sondern es wird der Öffentlichkeit zur Verfügung gestellt. Ganz Klasse. Man kann dort feiern, sich treffen und ist im absoluten Ortszentrum. Da hat man ein Gebäude erhalten, aus alter Zeit, und das so richtig aufgewertet.

A. Also genau das, was ich die ganze Zeit gemeint habe.

B. Das hat gut funktioniert mit den Eiserfeldern und den Vereinen. Ich glaube gerade die **Vereine müssen mehr integriert werden. Heimatverein, der Turnverein, die Feuerwehr, der Männerchor, der Musikverein**. Wenn die dahinterstehen, die ja auch **traditionsbewusst sind, dann kann man was bewirken**. Und wenn man was schafft, wo die was von haben, wo der Bürger was von hat, dann macht der mit. Da bin ich von überzeugt. Bei der ersten Vorstellung ist es ja erst so der Tenor: „Das brauchen wir nicht“, „das gibt sowieso nichts“. Das sind erste kleine Abwehrreaktionen aber dann bringen die sich schon ein. Die Gaststätte auf dem Marktplatz diente früher vielen Vereinen als Domizil. In bayerischen Regionen gibt es neben jeder Kirche noch einen Biergarten. Wenn die aus der Kirche gingen. Jahreshauptversammlung hat jeder Verein. Und solche Vereine, die kein Vereinsheim haben, auch solche Vereine haben wir noch in Eiserfeld, die sind dort in den Saal gegangen. Mit Versammlungen, und Feiern. **Wenn man sowas wieder im Ortskern schafft, da würden viele Vereine Interesse dran haben**.

A. Das ist wirklich schön zu hören! Wir sind nun bereits am Ende des Gesprächs angelangt und ich möchte Ihnen noch einmal für Ihre Mitarbeit danken. Alle Informationen waren für mich von wirklich hohem Interesse und ungemeiner Hilfe. Ich

kann Ihnen versprechen, dass alle Ihre Ideen und Wünsche vertraulich behandelt werden und in irgendeiner Weise in das neue Konzept mit eingebracht werden, so dass der Marktplatz für Sie wieder attraktiver wird!

### 8.3 Coding outcomes Interview Bernd Diezemann

Categories / Codes	Bernd Diezemann
Name, Age, Location	<ul style="list-style-type: none"> <li>• Bernd Diezemann</li> <li>• 56 years old</li> <li>• Eiserfeld</li> </ul>
Household size	<ul style="list-style-type: none"> <li>• Mainly 2, but sometimes 7 people</li> </ul>
Profession, Education	<ul style="list-style-type: none"> <li>• Architect</li> </ul>
Biography	<ul style="list-style-type: none"> <li>• born and raised in Eiserfeld</li> <li>• school in Eiserfeld</li> <li>• two years military service</li> <li>• always worked in Eiserfeld</li> </ul>
Personality	<ul style="list-style-type: none"> <li>• talkative, local-bounded, family man</li> </ul>
Role / Tasks, Obligations	<ul style="list-style-type: none"> <li>• works daily till 5 p.m.</li> <li>• volunteers for 42 years in the fire department</li> <li>• joins a weekly church group for men</li> <li>• takes care of his family, his house and land</li> <li>• takes care of his parents which are in need for care</li> </ul>
Free time: Activities/ Duration	<ul style="list-style-type: none"> <li>• watching football, skiing, volunteering in the fire department, mountain biking</li> <li>• ca. 3h a week</li> </ul>
Use of Social Media: Kind, Frequency	<ul style="list-style-type: none"> <li>• WhatsApp</li> <li>• not during work, ca. 15min a day</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• lack of time for leisure activities</li> <li>• becoming less agile by age</li> <li>• early retirement</li> </ul>
Fears	<ul style="list-style-type: none"> <li>• concerned about new dangers and threats (economic and political)</li> </ul>
Current perception of the situation	<ul style="list-style-type: none"> <li>• not afraid and feels safe in Eiserfeld</li> </ul>
Personal goals	<ul style="list-style-type: none"> <li>• having more free time</li> <li>• smooth retirement</li> </ul>

	<ul style="list-style-type: none"> <li>aging happily and healthy</li> </ul>
Use of marketplace: Frequency, Consistency	<ul style="list-style-type: none"> <li>previously spent a lot of time at the place due to school</li> <li>today only on rare occasions</li> <li>uses it as a pass through when going to church or visiting friends</li> <li>time spent at the place is limited since the Christmas market was relocated</li> </ul>
Motivation of visit	<ul style="list-style-type: none"> <li>going to church</li> <li>club meeting with friends to go biking</li> <li>formerly the Christmas market</li> </ul>
Satisfiers & Dissatisfiers of the place	<ul style="list-style-type: none"> <li>bad infrastructure (no water, electricity, etc.)</li> <li>nice appearance</li> <li>can be easily blocked for events</li> <li>locally centered</li> </ul> <p><u>Need for:</u></p> <ul style="list-style-type: none"> <li>bring back Christmas market</li> <li>build infrastructure</li> <li>space for club meetings</li> <li>small restaurant</li> <li>summer celebration</li> <li>illuminate traditional buildings</li> <li>better seating</li> <li>incorporate old buildings</li> <li>relocate the “Kreisel fest” onto the place</li> </ul> <p><u>Avoid:</u></p> <ul style="list-style-type: none"> <li>Kebab restaurants</li> <li>tearing down old buildings</li> <li>setting aside the traffic ban</li> <li>noise pollution</li> </ul>
Memories connected to the place	<ul style="list-style-type: none"> <li>going to school and youth center</li> <li>Christmas market, which existed for 25 years</li> </ul>
Traditions & their relevance	<ul style="list-style-type: none"> <li>still relevant for the older generation</li> <li>traditions get lost with every generation</li> </ul>

	<ul style="list-style-type: none"> <li>• people try their best to keep them alive</li> </ul> <p><u>Traditions:</u></p> <ul style="list-style-type: none"> <li>• communally managed woodlands</li> <li>• iron industry</li> <li>• mining</li> <li>• half-timbered houses</li> </ul>
<p>History of the place</p>	<ul style="list-style-type: none"> <li>• a stationary store, school, hair-dresser, bakery, doctor and a small grocery store were located at the place in the 60s</li> <li>• sheltered stables in the 50s</li> <li>• 1994 the first jubilee celebration of the fire department</li> <li>• Christmas market and the former restaurant were situated at the place</li> </ul>
<p>Interest to join co-creation <i>(plus, insights on potential stakeholders)</i></p>	<ul style="list-style-type: none"> <li>• inhabitants signaled on previous occasions that they are eager to engage if it is approached the right way</li> <li>• elderly struggle with handing down their power to the younger ones</li> </ul> <p><u>Potential Stakeholder:</u></p> <ul style="list-style-type: none"> <li>• round table of Eiserfeld (consists of volunteers)</li> <li>• “Wäjellschess Gänger “</li> <li>• “Miteinander helfen “</li> <li>• “Heimatverein “</li> <li>• local clubs</li> <li>• local schools</li> <li>• residents</li> </ul>

## 8.4 Assessment of environmental trends

### Significant changes within governmental voting's

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### New financial Opportunities for communities

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
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15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### Declining amount of income

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
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20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

**Impaired market economy (stores closing down)**

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
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15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

**Demographic Change**

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
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15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

**From individualism to collectivism**

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

## Cocooning

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

## Connectivity and Convergence

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

## Future of mobility

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### Going green (Climate Change)

Consider Trends impact globally						Consider trends impact on organization (marketplace)			
Time Frame		Scope		Impact		Likelihood		Urgency	
When will the trend have an impact?		What is the likely future uptake of the trend?		What is the likely future impact of the trend?		What is the likelihood of the trend having an impact on the marketplace?		How quickly does the marketplace need to respond?	
1-4 years	5	Global	5	Significant	5	Almost certain	5	Now	5
5-9 years	4	Widespread	4	Major	4	Likely	4	3-5 years	4
10-14 years	3	Niche sector/market	3	Moderate	3	Possible	3	6-9 years	3
15-20 years	2	Organizations	2	Minor	2	Unlikely	2	10-15 years	2
20+ years	1	Individuals	1	Insignificant	1	Rare	1	16-20 years	1
never	0	Non-existing	0					20+ years	0

### 8.5 Observation sheet

Observation from: 02. October. 2019 at 17:00

#### Access & Linkages

Parking /Public transport				
Points	3 points	2 points	1 point	0 points
<b>Keywords</b>	Public transport is available and affordable. There is at least 1 parking spot for 4 people.	Public transport is available but there is not enough parking. → A bus stop is available approximately 500m away from the marketplace. The bus departs every 30 min, only two parking spots are available. People are parking unallowed on the place.	Public transport is too expensive and there is not enough parking.	No public transport at all and no parking lots.

<b>Traffic</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	Its located in a vehicle free zone, where no sound or exhaust gases are recognizable. Still the place is located close to the center.	Its located in a calm side road where no pollution can be recognized.	Its located directly next to a main road. But there is barely any sound or air pollution recognizable.  → Located directly at one of the main roads where trucks drive by often. But due to the setback positioning of the place not much sound or air pollution is recognizable.	Its located directly next to a main road. Sound and air pollution are harassing.

<b>Pedestrian activities</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	Signage is established and helps with orientation. Clear and safe sidewalks lead to the place.	There is no signage. Clear and safe sidewalks lead to the place.  → No signage at all can be identified, but clear and safe sidewalks and a crosswalk lead along the street to the place	There is no signage. Sidewalks exist, but obstacles like parking vehicles make the walk hard.	There is no signage and no clear sidewalks lead to the area.

<b>Accessibility (Barrier free)</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	<p>There are no stairs nor obstacles. A barrier free environment which enables handicapped people to not only enter but to move around the place</p> <p>→ The place can be identified as completely barrier free, stairs neither lead to the place nor are located on the place itself, therefore its easily accessible.</p>	<p>The place has stairs but can be accessed via a lift. Handicapped people can move around independently.</p>	<p>The place has stairs but can be accessed via a lift. However, on the marketplace handicapped people cannot move around independently.</p>	<p>The place is not barrier free. Stairs and other obstacles make it inaccessible for handicapped people.</p>

*Comfort & Image*

<b>Safety</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	<p>The place has a nice atmosphere. It is safe, clean and welcoming for families. At night the place is under supervision by security which do their job inconspicuous.</p>	<p>The place has a nice atmosphere. It is safe, clean and welcoming for families. The place is not supervised by security.</p> <p>→ The place is clean, no rubbish can be seen, even though there is only one trash can. Due to set back positioning it can be seen as safe, there is no security.</p>	<p>The place is supervised by security all day long. No welcoming atmosphere. No criminals or gangs appear.</p>	<p>The place is unsafe. No security is presence. Criminals and drugs can be found.</p>

<b>Condition</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	The place makes a great first impression. Its clean and regularly maintained. There is maintained greenery. Enough and comfortable seating is available.	The place makes a good first impression. Greenery and seating are maintained. There are not enough seats and bins are overflowing. → Only limited seating (4 seats) which is somewhat maintained. Trees and greenery which are maintained, fit to the places surroundings and make it appear welcoming. A well-maintained small fountain is located in the middle of the place. But actions against un-allowed parking should be implemented.	The place has an unappealing first impression. Greenery and seating are run down. Litter can be found at some places	The place has an unappealing first impression. Its full of litter. Greenery and seating cannot be found.

<b>Sanitary facilities</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	Sanitary facilities are free of charge. Toilet paper and other toiletries are available, and it is cleaned regularly.	Sanitary facilities are available for a small fee. Toilet paper and other toiletries are available, and it is cleaned regularly.	Sanitary facilities are available for a small fee. Toilet paper and other toiletries are missing.	There are no public sanitary facilities available. → No public sanitary facilities are available, the closest accessible toilet for visitors is approximately 1km away, in a grocery store.

*Use & Activities*

<b>Usage</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	The place is frequently used, independent of the daytime. It's used by different age groups. People visit the place both alone and in groups.	The place is only used when the weather is good and mainly during the day. The age of the visitors is diverse. People are mainly visiting in groups.	The place is barely used or visited. Visitors are mainly the same age and visit the place in groups or alone.  → The place is only passed through by people who need to cross the place in order to get to a certain location, like e.g. the doctor. Most of the time people arrive on their own, but sometimes they are in pairs. The age group of the visitors can be clearly identified as sole elders.	The place is not used at all.

<b>Activities</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	There are various types of activities for all kind of visitors. People have the choice of what to do and the place is efficiently made use of.	An adequate amount of activities is offered for various ages. The place could be used in a more efficient way.	Only a few activities are offered which focus on mainly one age group. The place could be made more use of.	No activities are offered at all. The place is not been made use of for activities.  → No activities are offered at all. The place is just used as a cross through passage, where people do not spend much time.

<b>Economy</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	Various local stakeholders and companies are part of the concept and are actively involved in activities. This way they contribute to the community's economy.	Some companies are located at the place. They are in some way actively involved in activities and use the space themselves. Not much economic benefits or connection can be seen.	Some companies are located at the place. However, they are not actively involved in any activities. No economic benefits or connection can be seen.  ➔ Located at the place is a driving school, a kindergarten and a closed down traditional restaurant. On the opposite of the street the local evangelic church is situated. No economic benefits can be seen. They do not make use of the place or are involved in any activities.	No shops or companies are located near the place. No economic benefit or connection can be seen.

<b>Management</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	A management is present the whole day. They take care of maintenance and the organization of activities. Inhabitants volunteer in various aspects.	A manager is present during some time of the day and inhabitants are somewhat involved in tasks like maintenance.	Management/responsible person does exist but is not present at the place itself. Inhabitants are not actively involved.	There is no clear management / responsible person for the place. Inhabitants are not actively involved.  ➔ There is no clear management responsible for the

				place. The only maintenance is done by cleaners of the city which clean the place from leaves etc. once a month. Inhabitants are not visibly involved in any activities.
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**Sociability**

<b>Interaction</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	People use the place to interact with others. Visitors seem to know each other by name and active communication takes place. Furthermore, people use the place to socialize with unknown visitors.	People use the place to interact with others. Visitors seem to know each other by name and active communication takes place.	Visitors seem to know each other but are not willing to interact with each other.  → People seem to know each other superficial; they greet each other when passing by but do not show motivation to interact more actively with each other.	Visitors do not know each other. They do not show any motivation to socialize.

<b>Pride</b>				
<b>Points</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>
<b>Keywords</b>	Visitors seem proud of the place. People can be seen pointing on features of the place with pride. The visitors of the place reflect the community.	Visitors seem proud of the place. People can be seen pointing on features of the place with pride. But the visitors of the place do not really reflect the community.	People make use of the place but do not seem proud on it. They only spent little time at it.  → People use the place as a pass through. They do not seem to be willing to	People seem embarrassed by the place and try to avoid its visit.

			spend more time here, as there is no appeal. However, they also do not seem embarrassed of the place either.	
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## 8.6 Pictures of the marketplace

### 8.6.1 Close-up doctor's office



### 8.6.2 Close-up driving school



### 8.6.3 Close-up of closed down restaurant



### 8.6.4 Close-up of Kindergarten and fountain



### 8.6.5 Close-up parking situation

