

Branding a city using its citizens

The case of Fredericia

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Executive summary

In recent years, several cities in Denmark experience a large movement of the population from the country to the bigger cities, which has made city branding more relevant than before. This thesis aims to investigate how the citizens in Fredericia can be used to brand the city.

The research is guided by the research question of how the citizens of Fredericia perceive the opportunity for involvement and empowerment with regard to city branding as well as how the citizens can be used to brand the city. The theoretical foundation is comprised of city branding, the service-dominant logic, and participatory branding which entails the notions of brand co-creation, stakeholder involvement and empowerment.

For the research and collection of data, the social construction paradigm is applied. Three focus groups with citizens of Fredericia were carried out in order to investigate how they perceive their current opportunity to be involved and empowered in the city. The focus groups were also used to determine how the citizens want to communicate with the municipality in the future, and if they are interested in branding the city. Additionally, an interview with a board member of the volunteer centre in Fredericia was conducted to examine their collaboration with the municipality. The press manager at Fredericia municipality was also interviewed in order to determine how the municipality perceives its involvement of the citizens.

The analysis found that the participants and the municipality agree that citizens are currently consulted about their ideas, but they lack power to ensure that the municipality acknowledges these ideas. Additionally, the participants' perception of empowerment is the same as that of the municipality; they can present ideas for activities, but it is the City Council who decides which activities will actually take place. A small gap was found in the way that the municipality encourages citizen participation because the participants do not believe that the municipality reaches out via the appropriate communication channels.

In terms of using the citizens to brand Fredericia, different tools are mentioned. Dialogue was the most important element followed by examining the needs and ideas of citizens as well as encouraging for co-creation and empowerment. Tools mentioned by the participants were to encourage the citizens at citizen meetings, online forums, focus groups, workshops, multiple channels of different communication, and the use of brand ambassadors. This thesis contributes to the research field by combining known theoretical foundations with new data about a Danish city and its citizens, which has not previously been investigated.

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Sincerely,

A handwritten signature in black ink, appearing to read "Suzanne Henin".

Frederiksberg, September 2014

Chapter 1.0 - Introduction

Imagine that you are offered a new job in another city, or are a student who just graduated from high school and about to move out of your parents' house. How do you decide which city you want to live in? Do you stay in the city where you grew up, or do you find another city? How do you decide which city your family ought to live in?

Worldwide, nations, regions and municipalities are struggling to keep their citizens and attract new businesses, tourists and citizens. Many Danes have chosen to move from the country to the bigger cities in the last four to five years, which have left several cities in Denmark with a historically large allocation of population (Politiken, 2013). The numbers from 2013 indicate that 63 out of 98 Danish municipalities experience a decrease in population which translates to "*an abandonment of 83 percent of Denmark's area. Only 15 municipalities outside the capital is experiencing growth in population*" (ibid.) due to people moving to the bigger cities.

Some of these cities are called 'Udkantsdanmark' [outskirts of Denmark] because they have high unemployment rates, small populations and low growth rates. The Danish work association 'Dansk Erhverv' [Danish Profession] has made a municipality index which rates the Danish cities according to ten parameters e.g. people on social services, people in the working age, number of jobs and crimes. In 2013 the numbers showed that "*12 municipalities had gone from bad to worse*" (Dansk Erhverv, 2013: 2) between 2007 and 2012. The index reveals that cities like Lolland, Fredericia and Esbjerg were having the worst development (ibid.).

The city of Fredericia has been the story of growth that did not materialize although it should have (Autzen, 2012a). Consultant Kresten Schultz Jørgensen stated that "*if Fredericia was a company, then I would seriously consider to change the name of the city*" (Autzen, 2012b). The interesting question is therefore, what can Fredericia do in order to retain current citizens and attract new ones?

City branding can be an option because cities are being more and more conceptualized as brands (Beckmann & Zenker, 2012). Branding is the "*universe you can build up around a product that adds unique value compared to the nearest competitors*" (Hansen, 2012: 24); thus, city branding means building up a universe around a city that adds unique value compared to other cities as well as exposing the city to different stakeholders such as the current citizens, tourists, companies, investors and potential new citizens (ibid.). Branding of a city is a complicated process that involves long-term decisions, often limited budgets and several stakeholders. Cities and municipalities are subjects to national

laws and regulations and are led by democratically elected politicians, which is why politics and the City Council also play a role in city branding (Mogensen, 2007).

Another challenge in city branding is the strong concentration of external audiences (tourists, investors, and potential new citizens), which can steal attention from affected stakeholders like current citizens and may create conflicts between city planners and citizens (Zenker & Seigis, 2012). This challenge will be the focus of the thesis because citizens "*are not just passive beneficiaries or place customers, but could be active partners and co-producers of public goods, services and policies*" (Braun, et al., 2013: 18-19). This highlights that internal stakeholders are a significant group of brand ambassadors (Zakarevicius & Lionikaite, 2013) who ought to be included in the city branding activities because "*how can you plan for somebody, if you plan without them?*" (Zenker & Seigis, 2012: 29). Citizens possess knowledge and experiences of how cities (do not) work and these competences can help inspire action because citizens are motivated to stay, protect, and improve places that are meaningful to them (Arévalo, n.d.). Therefore, current citizens can be an essential resource to utilize. This makes the concept of brand co-creation relevant because it states that brands are not formed through traditional communication. Instead, they are co-created by a multiplicity of people, e.g. the citizens, employees or companies. Thus, a greater involvement of stakeholders is required which "*allow them to participate freely in creating the brand*" (Braun et al., 2013: 25).

1.1 - Problem clarification

The basic problem for many outskirts Danish cities is that people are moving away. This thesis investigates how a Danish city can use its citizens to brand itself and thereby avoid one of the biggest challenges for cities – the decline in population.

Each city has its own past, present and future, which is embedded in history. This makes it difficult, if not impossible, to apply general guidelines for branding of cities. Therefore, one city was chosen for this thesis, namely Fredericia.

I grew up in Fredericia but chose to move to Copenhagen after high school because Fredericia did not fulfill my educational demands. My parents, however, still live in the city. I still have some emotional feelings towards the city, which is why the focus of this thesis is to investigate how the citizens in Fredericia can be used to brand the city and avoid some of the challenges that Fredericia are facing today. Some of these challenges are people moving away from the city (Dansk Erhverv, 2013), as well as problems with the local politicians which is further described in chapter 2.

1.2 - Research question

Based on the information presented in the above sections, the following research question has been made:

**How do the citizens of Fredericia perceive the opportunity for involvement
and empowerment with regard to branding the city?**

How can the citizens be used to brand Fredericia?

The research questions will need to be elaborated on in order to decompose the different parts of the questions.

A citizen is "*an inhabitant of a particular town or city*" (Oxford Dictionary, n.d., a), which mean that a citizen in this case is a person living in Fredericia. The focus of this thesis is the citizen perspective, where the citizens' perception of the opportunity for involvement and empowerment in matters of branding Fredericia will be investigated and analyzed. The term involvement covers the degree of participation in branding the city via activities, and the term empowerment covers if people feel an increased control of their lives (Somerville, 1998). Activities cover different activities such as participating in citizen meetings or being a volunteer in a project in Fredericia.

The reason why the citizens were chosen as the focus was that "*city officials frequently invest a great deal of taxpayers' money in projects that are often only sparsely supported by their citizens*" (Zenker & Seigis, 2012: 21) and because citizens "*are not just passive beneficiaries or place customers, but could be active partners and co-producers of public goods, services and policies*" (Braun et al., 2013: 18-19). Since the citizens are the focus of this thesis, other internal or external stakeholders with regard to branding the city are disregarded.

1.3 - Structure of thesis

Figure 1 illustrates the overall structure of the thesis.

Chapter 1 serves as the introduction and explains and clarifies the problem of the thesis. The research question is presented and elaborated on, along with the delimitations that further specify the focus. Lastly, the structure of the thesis is presented.

Chapter 2 gives a detailed description of the chosen case city, its history and the challenges facing Fredericia.

Chapter 3 presents the theoretical foundations that will be used to answer the research questions. First, the literature on city branding will be described followed by the service-dominant logic which is the basic framework for the other theories. Furthermore, participatory branding will be described, which includes brand co-creation, stakeholder involvement and empowerment. Lastly, the chapter will describe how the different theories will be used to answer the research questions.

Chapter 4 describes the methods used in order to answer the research questions. This includes the philosophy of science, the research design, the collected data as well as the analysis and quality of the collected data.

Chapter 5 is the analysis where the theoretical foundations will be used with the collected data in order to answer the research questions. Hence, there will be analyzed how the citizens' perceive the opportunity for involvement and empowerment as well as how the citizens can be used to brand Fredericia in the future.

Chapter 6 discusses the results of the analysis, and chapter 7 delineates the managerial implications in using the results in practice. Chapter 8 reflects upon the theoretical foundation, the collected data and states some general reflections.

Chapter 9 presents the conclusion. This will serve as the concluding remark and include a brief summary of the answers to the research questions, as well as conclude on some of the factors found in the

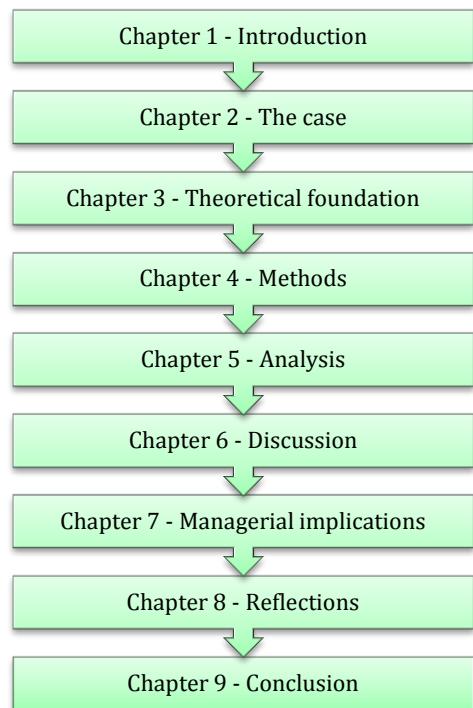


Figure 1: Structure of thesis

discussion. Additionally, the findings will be reflected upon by putting them into perspective, and suggestions for further research will be prescribed.

Chapter 2.0 – The case

This chapter will briefly describe the history of Fredericia and explain the challenges that the city faces.

2.1 - History

Fredericia was founded in 1650 as a strategic located fortress. It was the first architect-designed city in Denmark with a chessboard of straight streets (Fredericia Kommune, 2013) enabling cannons to shoot directly through the streets of Fredericia from the ramparts to the water.

In the beginning, King Frederik III sought to attract people to Fredericia “*with the privileges of tax exemption, religious freedom and asylum to get Fredericia populated. The city was therefore populated with a mixed cocktail of law-abiding, hard-working people, people from persecuted communities, murderers, thieves and fraudsters*” (Fredericia Kommune, 2013). Fredericia has a mighty fortress that originally was built to defend Denmark in 1650. Today, Fredericia is one of the few Danish cities built as a fortress (Fredericia Turistbureau, n.d.) and it is today used for walks and nature experiences (*ibid.*).

Fredericia is located in South-East Jutland right by the two bridges that connect Jutland with the rest of Denmark. The city's area is 133.60 km² (Danmarks Statistik, 2014a). In the third quarter of 2014 there was 50.390 people living in Fredericia (Danmarks Statistik, 2014b), which in terms of population makes Fredericia the 36th largest city in Denmark (Danmarks Statistik, 2013a). The city is comprised of ten areas, e.g. Erritsø, Fredericia centrum and Snoghøj (Fredericia Kommune, 2011).

2.2 - Challenges

When looking at the total relocation and population decline in Fredericia the last five years (table 1), the numbers show that from 2009 to 2012 there were an increase in population, but in 2013 there was more people moving away from Fredericia than people moving to the city, which is illustrated with a red color in table 1.

Fredericia	2009	2010	2011	2012	2013
Relocating to Fredericia (Danmarks Statistik, 2013b)	2.132	2.168	2.239	2.207	2.163
Immigration (Danmarks Statistik, 2013d)	273	251	307	379	361
Total relocation	2.405	2.419	2.546	2.586	2.524
Relocating from Fredericia (Danmarks Statistik, 2013c)	2.119	2.021	2.174	2.240	2.353
Emigrating (Danmarks Statistik, 2013e)	167	190	203	250	200
Total vacating	2.286	2.211	2.377	2.490	2.553
Net immigration	119	208	169	96	-29

Table 1: Fredericia's total relocation and total vacating the last five years. The numbers marked in red shows the highest number of relocation or vacating

The numbers in relocating to Fredericia are people moving to the city from another Danish city, and immigration is people immigrating to the city. These two numbers give the total relocation, i.e. how many people have moved to Fredericia. The numbers in relocating from Fredericia are people moving away to another Danish city, and the emigrating number is people emigrating from the city. These two numbers give the total vacating, i.e. people moving away from Fredericia. All these numbers show that Fredericia can be categorized as part of the outskirts in Denmark because of the high number of people moving away just as the index from Danish Profession showed (Dansk Erhverv, 2013).

Another challenge for Fredericia is the recent history of the city. In 2008, the local politicians in Fredericia decided not to extend the contract with 'Fredericia Skibsværft' [Fredericia shipyard] at the East Harbour because they wanted the site for new homes and commercial leases. This meant the company, which was founded in 1916, and its 400 employees had to leave the site before the 1st of January 2017 (Politiken, 2008). The organization 'Dansk Industri' (Danish Industry) even warned companies to move to Fredericia. This was the first time ever that Danish Industry advised businesses not to move to a municipality (Stensgaard, 2008).

The citizens in Fredericia were not satisfied with the decision to close the shipyard and therefore collected 16.000 signatures in favor of keeping the shipyard in Fredericia and plan the future city around it. A poll made by 'Capacent Epinion' with 1.023 citizens in Fredericia revealed that 72 percent agreed that the termination of the shipyard's lease was not in place. Additionally, 54 percent of the participants said that the termination of the shipyard's lease would greatly affect their voting in the municipal election the year after (TVSyd, 2008). These numbers were correct because in 2010 the major, Uffe Steiner Jensen, lost the election in Fredericia after being a Social Democratic city stronghold for 90 years and Fredericia got a new major, Thomas Banke, from 'Venstre' (Danske Kommuner, n.d.).

Fredericia also experienced some negative publicity in many of the Danish media in the fall of 2013 because the mayor, Thomas Banke, admittedly to have taken large amounts of painkillers (morphine) during a prolonged dental treatment while being at work. Shortly after this there were issues with various appendixes and private shopping at taxpayers' expenses (Jyllands-Posten, 2013). All of this resulted in Thomas Banke's resignation as the mayor of Fredericia by the end of 2013.

Chapter 3.0 – Theoretical foundation

In order to find the best suitable theoretical foundation to answer the research and sub-question, the first thing done was to search in CBS library database for literature about city branding and citizens. This resulted in many articles which were all read until the best suitable were chosen to make the theoretical foundations for this thesis. The choice of literature will be described in each section.

The theoretical foundation for this thesis can be seen in figure 2.

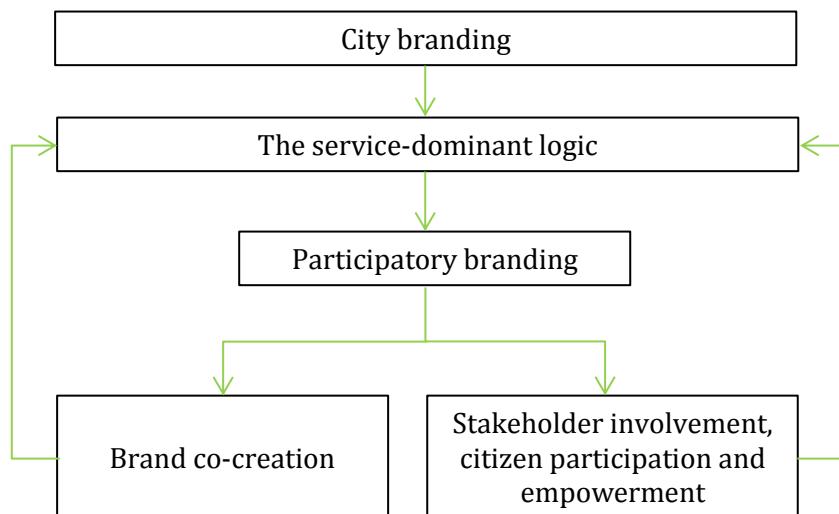


Figure 2: Overview of theoretical foundations (own illustration)

The theoretical foundation is based on city branding. Figure 2 shows that the service-dominant logic (S-D) is the overall frame because all the selected theories lead to the S-D logic. In the figure it shows that the S-D logic leads to participatory branding, which consists of two concepts; brand co-creation and stakeholder involvement, citizen participation and empowerment. The literature about city branding will be described first followed by the S-D logic and participatory branding.

3.1 - City branding

In recent years, practitioners have devoted more attention to the adoption of marketing and branding tools for places. As a result, new terms have emerged in the discipline of branding a nation, community or city in order to promote tourism, attract investors, businesses and citizens (Hansen, 2012). This section will define the different terms and describe the citizens' roles.

Product branding is the universe built around a product which adds unique value in comparison to the closest competitors (Hansen, 2012). Place branding is about the branding of places like countries, regions, municipalities and cities (*ibid.*). The difference between product branding and place branding is that place branding involves many stakeholders including "*national, regional and local authorities as well as business organizations and even individuals*" (Jaffe & Nebenzahl, 2006: 140).

Place branding can be applied to neighborhoods, cities, regions, and countries (Braun, 2011). External stakeholders in place branding are tourists, potential visitors, potential citizens and potential businesses, whereas internal stakeholders are local businesses, government and citizens (Kemp et al., 2012). Place branding is a process "*that enhances place image through the experience of an authentic place identity and the change of mindsets of place consumers*" (Chan & Marafa, 2013: 236). Here, the aim is to present an appealing image of a place (Johansson, 2012). However, place branding can also encompass cities.

Braun (2011) uses a metaphor to illustrate the hierarchical order of the different terms: "*place branding is the family tree, with family members such as city branding, destination branding, nation branding and location branding action as the branches*" (Braun, 2011: 2) (see figure 3).

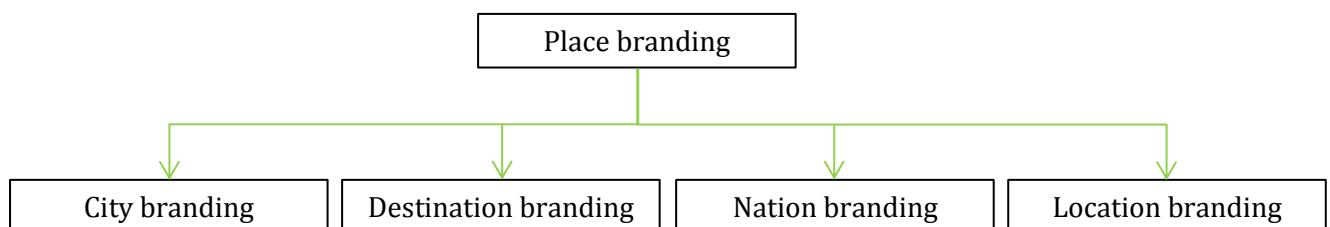


Figure 3: Illustration of place branding (own illustration)

As figure 3 shows, different terms exist within the notion of place branding. However, this thesis only focuses on city branding. Consequently, some overlaps in theories about place branding and city branding will occur, due to city branding being a part of place branding.

City branding is important for cities if they want to differentiate and brand themselves among all the cities in the world (Hansen, 2012) in order to overcome the challenge with people moving away. Many people know the iconic logo from New York City (see picture 1) which is an example of successful city branding for tourists (Hansen, 2012). Tourists may, as Govers (2011) notes, be investors tomorrow and new citizens the day after (Govers, 2011).



Picture 1

3.1.1 - Citizens

In city branding, stakeholder engagement matters on two levels (Houghton & Stevens, 2010). First of all, several authors emphasize that inclusion of internal stakeholders to craft and convey messages about the city can be beneficial (Eshuis et al., 2014; Houghton & Stevens, 2010) and even crucial to the success of any city branding strategy (Houghton & Stevens, 2010). Secondly, effective stakeholder engagement is crucial to the acceptance of city branding as a discipline for citizens because the more people are engaged in city branding strategies, "*the more the skepticism and suspicion that surrounds it can be countered*" (Houghton & Stevens, 2010: 46). Kavaratzis (2012) state that instead of focusing on promotional campaigns and visual identity elements such as logos and slogans "*place branding investment needs to be re-directed towards allowing for stakeholder participation*" (Kavaratzis, 2012: 16) and thereby a participatory approach.

By starting with an inward focus on citizens, a municipality can ensure that its plans are in harmony with the local citizens' needs and expectations (Kemp et al., 2012). This examination of internal stakeholders is an important part of building a successful branding strategy for a city (*ibid.*) because the internal stakeholders have to live with the results of the branding effort. Thus, their opinions and knowledge about strengths, weaknesses, opportunities and challenges facing the city ought to be used from the beginning of the branding process (Houghton & Stevens, 2010). Therefore, effective city branding strategies seek out and utilize the people who make the place work, e.g. taxi drivers and hairdressers who have contact with different people in the area (*ibid.*). Such utilization of citizens is beneficial because when they are committed to the city's brand, they become more willing to share their positive experiences via word-of-mouth communication and thereby further strengthening the brand (Kemp et al., 2011). This can be done by gathering their opinions about the city and thereby see what unique assets and strengths can be further developed and what weaknesses need to be addressed (Houghton & Stevens, 2010).

Internal stakeholders like the citizens are not only important consumers in the city, but they are also brand ambassadors for the city (Zakarevicius & Lionikaite, 2013). This means that it is "*essential to*

understand the current and potential role that citizens can (or should) play in place marketing” (Zenker & Seigis, 2012: 22). The reason is that it is the internal stakeholders that attribute meanings to the city brand and therefore create and own the brand (Kavaratzis, 2012).

3.1.2 - Volunteer citizens

Besides talking about citizens in general, the volunteer citizens are also important in terms of city branding. These citizens are already involved in projects or activities in the city, and are therefore brand ambassadors for the city via their activity.

Being a volunteer means during work that is executed without physical, legal or economic enforcement. It also means that the work is unpaid, but in some circumstances the volunteers receive a symbolic amount for their voluntary work. In addition, the volunteer work is done for persons outside the volunteer's family and relatives and is formally organized, which means that ordinary helpfulness such as helping an elderly person over the street cannot be described as voluntary work (Frivillighed.dk, n.d.).

3.1.3 - City branding and citizens in this thesis

As mentioned above, city branding is important for cities because it differentiates the city from other cities and can help overcoming the challenges that cities face. Stakeholder engagement is “*crucial to the success of any city branding strategy*” (Houghton & Stevens, 2010: 45) which is why the focus of thesis is how the citizens perceive their opportunity for involvement and empowerment as well as how they can be used to brand Fredericia.

3.2 - The service-dominant logic

The participatory approach of involving stakeholders described above resonates with the service-dominant logic (Zenker & Seigis, 2012) which is why this logic has been chosen as the frame of the thesis.

The service-dominant logic (S-D logic) was developed by Vargo and Lusch in 2004. They believed that marketing had moved from a goods-dominant view (G-D), where tangible outputs were central, to a service-dominant view (S-D), where intangible exchanges, processes, and relationships were central (Vargo & Lusch, 2004). They define services as “*the application of specialized competences (knowledge and skills) through deeds, processes, and performances for the benefit of another entity or the entity itself*” (Vargo & Lusch, 2004: 2).

3.2.1 - From G-D logic to S-D logic

The contrast between the former goods-dominant logic (G-D logic) and the S-D logic lies in the basis of exchange (Vargo et al., 2008). G-D logic focuses on the exchange of operand resources such as goods and raw materials which need resources to be added to them in order to create value (Vargo & Lusch, 2004), whereas, in S-D logic, goods are transmitters of operant resources such as knowledge and skills (ibid.).

In the G-D logic, value is determined by the producer and defined in terms of 'value-in-exchange' where the customer is the recipient of goods. The value driver in S-D logic is perceived and determined by the consumer in terms of 'value-in-use'. Here the customer is a co-producer of service, where firms propose value through market offerings and customers continue this value-creation process through use (Vargo et al., 2008).

Value is, therefore, defined in the S-D logic as always being co-created in interactions among "*providers and beneficiaries through the integration of resources and application of competences*" (Vargo et al., 2008: 146). The differences between G-D logic and S-D logic are summed up in table 2 below.

	G-D logic	S-D logic
Basis of exchange	Goods are operand resources and end products	Goods are transmitters of operant resources
Value driver	Value-in-exchange	Value-in-use
Role of customer	The customer is the recipient of goods	The customer is a co-producer of service

Table 2: Differences between G-D logic and S-D logic (Vargo & Lusch, 2004; Vargo et al., 2008)

The focus of the thesis will be the S-D logic. This service-centered view of marketing is market driven and customer-centered which is more than just being customer-oriented; "*It means collaborating with and learning from customers and being adaptive to their individual and dynamic needs*" (Vargo & Lusch, 2004: 6) and thereby implies that value is defined by and co-created with the consumer. This is supported by the notion that "*value is determined by value-in-use and that an interactive process between actors will naturally lead to co-creation of value*" (Fyrberg & Jüriado, 2009: 421). Once the value is proposed (in this case by the municipality), it is up to potential customers (in this case the citizens) to decide whether to accept the value proposition (Vargo et al., 2008).

3.2.2 - The foundational premises in the context of city branding

Vargo and Lusch (2004) developed eight foundational premises for the S-D logic in 2004, but in 2008 they updated the original eight premises to ten (Vargo & Lusch, 2008) (see table 3) which represent an effort to create a marketing-grounded understanding of value and exchange (Payne et al., 2008).

Premise number	Foundational premise
FP1	Service is the fundamental basis of exchange
FP2	Indirect exchange masks the fundamental basis of exchange
FP3	Goods are a distribution mechanism for service provision
FP4	Operant resources are the fundamental source of competitive advantage
FP5	All economics are service economics
FP6	The customer is always a co-creator of value
FP7	The enterprise cannot deliver value, but only offer value propositions
FP8	A service-centered view is inherently customer oriented and relational
FP9	All social and economic actors are resource integrators
FP10	Value is always uniquely and phenomenologically determined by the beneficiary

Table 3: The foundational premises of the service-dominant logic (Vargo & Lusch, 2008)

In order to illustrate how the S-D logic relates to city branding, this section will combine each foundational premise (FP) to the context of city branding.

Service in the context of city branding has not been discussed so far. Considering the S-D logic it is suggested that it consists of a hierarchy where the city's activities and offers are fundamental. The next step is to involve stakeholders (in this case the citizens), which then will lead to exchange of values.

FP1 is about services being the foundational basis of exchange (Vargo & Lusch, 2008) and reflects the process of doing "*something beneficial for and in conjunction with another entity*" (Cesaroni & Duque, 2013: 21). In terms of city branding, this means that the municipality's activities and offers are the foundation on which both the municipality and the citizens then can apply their individual competencies (knowledge and skills) to further develop the service, which is the essence of the exchange (*ibid.*) for the benefit of the citizens and the city as a whole. Hence, this is an iterative process.

FP2 is about indirect exchange that masks the fundamental basis of exchange (Vargo & Lusch, 2008). This premise states that around the direct exchange of services there are goods, money and institutions, but these are "*only vehicles of exchange, which mask the service-for-service nature of exchange*" (Cesaroni & Duque, 2013: 23). Therefore the main basis of exchange may sometimes be forgotten due to other exchanges masking it. In the context of city branding an example could be a citizen meeting as the fundamental basis of exchange, while the indirect exchange could be that there is not enough chairs for the citizens or that the meeting has been moved without the citizens being informed. Hence, the fundamental basis of exchange (i.e. the citizen meeting) may be with good intentions, but the indirect exchanges (i.e. missing chairs or information) masks this.

FP3 is about goods being a distribution mechanism for service provision, which means that the value of goods derives through use and the service they provide (Vargo & Lusch, 2008). Even though city branding is a service, a number of physical goods are used like "... (*hotel rooms, rental cars, souvenirs, etc.*), which derive their value from the service that they provide (*shelter, transportation, memorabilia*) when they are used" (Hayslip et al., 2013: 310). Hence, different goods and institutions like hotels and public transportation exchange values which define and influence the city brand.

FP4 is about operant resources being the fundamental source of competitive advantage (Vargo & Lusch, 2008). This means that "*the comparative ability to cause desired change drives competition*" (Vargo & Lusch, 2008: 7). Operant resources consist of knowledge, skills and ideas (Hayslip et al., 2013). In the context of city branding, it means that the citizens' or other stakeholders' knowledge, skills and ideas are fundamental for the city to create a competitive advantage.

FP5 is where all economies are service economies. In other words, services are "*becoming more apparent with increased specialization and outsourcing*" (Vargo & Lusch, 2008: 7). Concerning city branding, this means that a city needs to specialize in terms of various service offers that will distinguish it from other cities.

FP6 is where the customer is always a co-creator of value, which means that production is an intermediary process where the customer is always involved in the production of value (Vargo & Lusch, 2008). In terms of city branding, this means that city brands create value when it attracts businesses, citizens and tourists to the city. The more of these stakeholders that consider the city brand valuable, the more appealing the city will become, and thereby the value of the city will increase. Hence, the stakeholders are operant resources (co-creators) rather than operand resources ("targets") and should be involved in the production of value (Vargo & Lusch, 2004).

FP7 states that a given organization cannot deliver value, but only offer value propositions (Vargo & Lusch, 2008). This relates to FP6 because "*if value is always co-created jointly by the service provider and customer, then the provider cannot create value independently but instead only offer value propositions*" (Hayslip et al., 2013: 310). In relation to city branding, this means that the value proposition should have an appeal for relevant stakeholders in order for them to see its potential value (Cesaroni & Duque, 2013). Hence, if the stakeholders do not accept the branding activities made by the municipality, then the stakeholders cannot co-create the city brand and thereby deliver value.

FP8 is about the service-centered view that is inherently customer oriented and relational (Vargo & Lusch, 2008). "*The firm and the end-user are considered in a relational context since both create value in an interactive process. In combination with FP7, where value is finally determined by the end-user, the exchange is inherently customer oriented*" (Cesaroni & Duque, 2013: 28). In the context of city branding, the municipality thus needs to always have a customer-oriented view in order to brand the city, which means involving stakeholders in city branding activities.

FP9 states that all the social and economic actors are so-called resource integrators (Vargo & Lusch, 2008). "*All entities participating in the service production are considered social or economic actors*" (Cesaroni & Duque, 2013: 29). In terms of city branding, this means that citizens and other stakeholders – social or economic actors – within the city can benefit and create value more effectively through collaboration by being resource integrators (Vargo & Lusch, 2008). Hence, the idea of working together and using each other's resources is considered to be beneficial.

FP10 notes that value is always uniquely and phenomenologically determined by the beneficiary (Vargo & Lusch, 2008). This means that value is always judged by the end-user depending on the specific context the person is in, i.e. time, place and network relationships (Cesaroni & Duque, 2013). With regards to city branding, it means that the citizens (or other stakeholders) decide whether or not the value is beneficial for them, and if they are interested in co-creating the city brand. Hence, when stakeholders "... experience value, value-in-use, they are the beneficiaries and the ones who determine the extent of value that their experience provided" (Hayslip et al., 2013: 311).

The ten premises in the S-D logic in the context of city branding highlights that "... *all stakeholders actively participate in the brand value creation process*" (Merz et al., 2009: 342) and that value and competitive advantage are always co-created with customers (and other stakeholders) rather than created by the company (in this case the municipality) (*ibid.*).

3.2.3 - S-D logic in this thesis

In this thesis, the service-dominant logic will be the theory behind the research questions because the S-D logic states that stakeholders should be involved in the value creation process. Hence, the municipality might be able to create brand value from the bottom up rather than from the top down by acknowledging that all stakeholders actively participate in the brand value creation process (Merz et al., 2009).

3.3 - Participatory branding

The S-D logic resonates to a great extent with participatory branding, which highlights the importance of internal stakeholders and “*positions the branding process as a dialogue between stakeholders*” (Braun et al., 2013: 19). For this reason, the S-D logic is the overall theoretical framework and participatory branding is a part of this.

Participatory branding involves two concepts that are relevant for the role of the citizens (Braun et al., 2013). First is the concept of brand co-creation (Hatch & Schultz, 2010) that “*stresses the fact that brands are not formed through traditional communications, but are co-created by a multitude of people who encounter and appropriate them*” (Braun et al., 2013: 24-25). The second concept concerns the need for greater involvement of stakeholders in branding (Gregory, 2007). In this regard, Braun et al. (2013) “*posits the need to empower the relevant stakeholders and allow them to participate freely in creating the brand*” (Braun et al., 2013: 25).

Based on the two concepts above, the first section will describe the literature about brand co-creation, whereas the next section will describe the second concept about stakeholder involvement and empowerment. Each section will include examples and tools because as Drucker (1986) noted, “*if you can't measure it, you can't manage it*” (Skarzauskaité, 2013: 124) and the final sections will be a clarification of terms as well as explain how the different theories combined will help answer the research questions.

3.3.1 - Brand co-creation

This is the first concept in participatory branding which stresses the fact that brands are co-created (Braun et al., 2013). Brand co-creation involves “*the customer's active involvement and interaction with their supplier in every aspect, from product design to product consumption*” (Payne et al., 2009: 379).

Brand co-creation is mentioned in the S-D logic where the customer is a co-creator of value because an interactive process between sender and receiver naturally leads to co-creation of value (Fyrberg & Jüriado, 2009). Additionally, in the process of brand co-creation, both the customer and the organization are equal as they both operate inside each other's processes when using brand co-creation and can therefore coordinate actions, learnings and influence each other (Skarzauskaité, 2013).

Studies have shown that city brands developed without stakeholders and behind closed doors fail (Kavaratzis, 2012). Other studies, however, have shown that communities that engage its citizens and partners *"deeply in the work of community development raise more resources, achieve more results, and develop in a more holistic and – ultimately – more beneficial way"* (Reid, 2000: 3). The latter supports the idea of engaging stakeholders in the co-creation of the city brand.

Tools and examples of brand co-creation

Brand co-creation is, as stated, the customers' active involvement and interaction with the product, and several tools exist for companies to get their customers to co-create the brand. Planning for brand co-creation requires an 'outside-in' approach *"as it starts from an understanding of the customers' value-creating processes, and aims at providing support for better co-creation of value"* (Payne et al., 2008). Therefore, organizations need to understand how their customers can co-create the brand in the future. In this regard, Payne et al. (2008) state that knowledge *"... about customers' value-creating processes should not be based solely on hard data such as customer satisfaction measures, but should incorporate a deep understanding of customer experiences and processes"* (Payne et al., 2008: 89) which highlights the idea that the citizens should be listened to in order for them to co-create the city brand. This can, for instance, be done in a focus group where customers express their ideas and feelings towards the brand through dialogue (Eshuis et al., 2014). By giving the customers the ability to share their opinions and ideas, they may be more likely talk to their friends and family about this invitation or experience and word-of-mouth (WOM) is hereby achieved.

An example of brand co-creation is the city of London. In 2011 they had a project called 'Co-CREATE London' where the citizens were asked, "What would you do to make London a better place?" (Frewen, 2011). The citizens put their ideas on the project's website (cocreate.london.com) where citizens also could vote for the ideas they thought were the best as well as making comments and modifications to already suggested ideas. Next, some of the top ideas were introduced in a co-creation workshop *"where ordinary people and urban experts worked together to develop prototype schemes and solutions for the city"* (Frewen, 2011) followed by a pitch of the ideas to the mayor to see which ideas were feasible.

3.3.2 - Stakeholder involvement and citizen participation

The second concept in participatory branding is the need for greater involvement and empowerment of stakeholders (Braun et al., 2013; Kavaratzis, 2012), which will be described in this section.

Stakeholder involvement concerns involvement of different stakeholders, such as citizens, tourists, companies and potential new citizens, which have the advantage that it "*enriches and deepens the quality of the branding discussion, introducing new opinions, ideas and perspectives*" (Houghton & Stevens, 2010: 46-47). Another benefit of stakeholder involvement is that the process itself helps to create brand ambassadors who are willing to spread the word about the city (Houghton & Stevens, 2010).

In the literature, stakeholder involvement can be distinguished in two place marketing approaches; the sales approach, and the marketing approach (Eshuis et al., 2014). The sales approach centers on communicating the strengths of a product, it has top-down communication about the qualities of a given place, and it has limited stakeholder involvement (*ibid.*). The marketing approach is less focused on products. Instead, it focuses on customer-value where people buy customer value instead of a product. Customer value is the factors that customers value in a product, e.g. the design or features. Therefore it is crucial to know what customers value in a product, which is why the customers are consulted or involved in the development of the product at some stages in this approach (*ibid.*). Thus the communication in the marketing approach is bottom-up. This thesis will focus on the marketing approach as this relates to the described S-D logic where stakeholders are involved in the co-creation process.

Stakeholder involvement includes several stakeholders, but the focus of this thesis is citizens and therefore stakeholder involvement with citizens is called citizen participation and "*could be seen as one way to improve the involvement of the customer (citizen) with the supplier (in this case the city itself)*" (Zenker & Seigis, 2012: 21). In practice, citizen participation often involves collecting different opinions while the final decision is decided by the government (*ibid.*). A truly participative approach should give the decisive power to the citizens (Zenker & Seigis, 2012) and involve them in the beginning of the process. If they are introduced too late, they can mistrust the plans because they may feel that important decisions have already been made (Richards & Dalbey, 2006).

There are different levels of citizen participation (Arnstein, 1969). Sherry R. Arnstein said that citizen participation is "*a categorical term for citizen power*" (Arnstein, 1969: 216) and highlights the idea that participation without power is an empty and frustrating process for citizens (*ibid.*). She illustrates eight types of citizen participation arranged in a ladder pattern "*with each rung corresponding to the*

extent of citizens' power in determining the end product" (ibid.: 217) as depicted in figure 4. Arnstein (1969) makes a distinction between 'have-nots' and power holders in her model. In this case, the 'have-nots' are the citizens, and the power holders are Fredericia municipality.

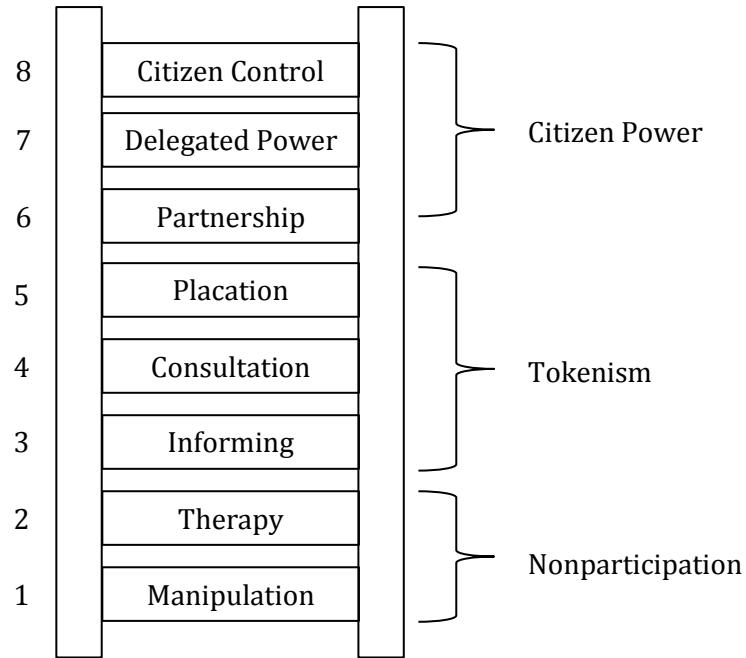


Figure 4: Arnstein's ladder of citizen participation (Arnstein, 1969)

Rung 1 ('manipulation') and 2 ('therapy') describes the levels of non-participation where the real objective is "*not to enable people to participate in planning or conducting programs, but to enable powerholders to "educate" or "cure" the participants*" (Arnstein, 1969: 217). Rung 3 ('informing') and 4 ('consultation') are the levels of tokenism that allow the citizens (the 'have-nots') to listen and have a voice. However, the citizens lack the power to make sure that their voices will be heard by the municipality (the 'powerholders') (ibid.). Rung 5 ('placation') is a higher level of tokenism because "*the ground rules allow have-nots to advise, but retain for the powerholders the continued right to decide*" (Arnstein, 1969: 217). Further up the ladder of citizen participation are the degrees of citizen power in rung 6, 7 and 8 (see figure 4). When citizens enter rung 6, they are in a 'partnership' that enables them to negotiate and engage with the powerholders. Rung 7 ('delegated power') and 8 ('citizen control') are the top-most rungs where the have-not citizens obtain the majority of the decision-making seats or maintain full managerial power (ibid.).

The citizen participation ladder will be used in the analysis to analyze which level of citizen participation the citizens of Fredericia are currently given. This will in turn answer the research question about

how involved and empowered the citizens are in the city branding of Fredericia. Examples and tools of citizen participation in each rung will be described in the following section.

Tools and examples of citizen participation

One example of citizen participation in rung 1 ('manipulation') can be meetings where it is the officials who educate, persuade, and advise the citizens, and not the opposite, which is called 'grassroots participation' (Arnstein, 1969). An example of rung 2 ('therapy') can be public housing programs where "*the experts subject the citizens to clinical group therapy*" (Arnstein, 1969: 218). Thus, the citizens are being 'educated' by the powerholders to make them adjust their values and attitudes to the larger society (ibid.). In rung 3 ('informing'), citizen participation tools are one-way flows of information with no channel provided for feedback like news media and posters. In rung 4 ('consultation'), tools like opinion surveys, neighborhood meetings, and public hearings are frequent methods. In these methods, participation is measured by how many citizens come to the meetings, answer the questionnaires or how many take brochures home. However, if the consultation of the citizens is not combined with other modes of participation, "*this rung of the ladder is still a sham since it offers no assurance that citizen concerns and ideas will be taken into account*" (Arnstein, 1969: 219). In rung 5 ('placation') one example is planning committees that allow citizens to advice or plan ad infinitum, "*but retain for powerholders the right to judge the legitimacy or feasibility of the advice*" (Arnstein, 1969: 220). In rung 6 ('partnership'), the citizens and powerholders agree to share planning and decision-making responsibilities through structures such as planning committees, joint policy boards and mechanisms for resolving impasses (ibid.). In rung 7 ('delegated power'), negotiations between citizens and powerholders can result in citizens achieving dominant decision-making authority over a program or plan by e.g. having a clear majority of seats in boards (ibid.). Another example is separate groups of citizens and powerholders "*with provision for citizen veto if differences of opinion cannot be resolved through negotiation*" (Arnstein, 1969: 222). In the final rung 8 ('citizen control'), citizens are simply demanding the degree of power (or control) "*which guarantees that participants or citizens can govern a program [...], be in full charge of policy and managerial aspects, and be able to negotiate the conditions under which 'outsiders' may change them*" (Arnstein, 1969: 223). The most frequent example of this is a neighborhood corporation with no intermediaries between it and the source of funds.

One must be aware that no city can meet the criteria of full citizen control (rung 8) since the final approval power and accountability rest within the City Council (ibid.). In terms of a municipality, which is a public authority, the City Council are bounded by rules and regulations made by the government in Denmark. This means that the municipality always needs to have some kind of influence because of its

status as a public authority and thereby can citizens never achieve the higher rungs in Arnstein's (1969) ladder.

According to Reid (2000) there is not "*one right way to achieve deep community involvement*" (Reid, 2000: 3) because every community is different. He states that communities can use four tools to encourage citizen participation. The first is to 'welcome it' (Reid, 2000) because people know when they are not truly welcome. Welcoming participation means more than a friendly smile to new participants, it means opening the process to newcomers e.g. by explaining where the process is going, so new citizens can adapt into the process easily. It also means offering a variety of opportunities, so all new citizens can find a role that fit their talents and interests in the community. Finally, it means taking their ideas seriously, even if those ideas have previously been considered and rejected.

The second tool to encourage citizen participation is to 'create real roles' (Reid, 2000) and thereby assign new citizens "*something that gives them a sense of meaningful involvement, and help them understand how their contribution – no matter how small – advances the overall effort*" (Reid, 2000: 9). The citizens should be hold accountable for their results in order to help them see their contribution to the overall strategic plan (ibid.).

The third tool is to 'reach out' (Reid, 2000) to the citizens because some might have the belief that community development is someone else's job and are afraid to step forward. This can take many forms such as newsletters, advertising community activities in the media, or direct personal contact in a welcoming spirit (ibid.).

The final and fourth tool is to 'offer volunteer opportunities' (Reid, 2000). Volunteers are crucial for community action due to limited economic resources in municipalities (ibid.). A municipality must make sure to help the volunteers (the unpaid citizens) understand the importance of their contributions and "*recognize and celebrate their contribution to the community work, to keep them coming back*" (Reid, 2000: 11).

Another method to achieve community involvement could be to make an internet survey where a link is sent to the citizens via email, or put on the municipality's website. The survey can contain demographic questions about the citizens' sex, age, occupation, and how many years the individuals have lived in the city in order to relate these factors to the results and potentially spot differences in the citizens. Other questions can examine what the citizens think is the city's strengths and weaknesses, and thereby use the citizens' knowledge and skills (Vargo et al., 2008). A survey will show that the municipality wants to listen to the citizens' ideas and involve them in the planning of the city.

Additionally, in relation to citizen participation, a team of brand ambassadors can be appointed like the city of Liverpool did in 2008 (Houghton & Stevens, 2010). They recruited a team of brand ambassadors to promote the city's new message and these were also given a prominent role in some of the activities in the city (Houghton & Stevens, 2010). This example draws on the belief that a personal invitation from a citizen is a powerful and effective tool in branding a city to other stakeholders (Kemp et al., 2011).

Jackson Country, with their project called 'Vision 2000 project Group', is another example of a community using the above tools. They have monthly meetings and usually attract 40-45 attendees which include new faces at every meeting (Reid, 2000). They have listed some rules that determine the success of the Vision 2000 project Group, which are e.g. that meetings are advertised in papers, as well as the vision and mission are always read "*to remind participants of why they are there*" (Reid, 2000: 7).

3.3.3 - Empowerment

The second concept in participatory branding consists of the previous described stakeholder involvement, but it also consists of empowerment.

Empowerment is defined as a process by which people's control over their lives are increased (Somerville, 1998). In community development, empowerment is "*the creation of sustainable structures, processes, and mechanisms, over which local communities have an increased degree of control, and from which they have a measurable impact on public and social policies affecting these communities*" (Craig, 2002: 125-126).

There is an overlap between participation and empowerment (Somerville, 1998). However, empowerment means more than participation (*ibid.*) because people (citizens in this case) may participate individually or collectively without experiencing increased control over their lives, i.e. empowerment. Participation without feeling empowered can happen if those who control the activity (in this case the municipality) want to use the participation for their own needs (Somerville, 1998). This can for example be for economic reasons like getting more tourists to Fredericia.

The key goal for empowerment is "*that people should be in a position where they can freely choose the type of participation arrangement into which they wish to enter*" (Somerville, 1998: 236). The purpose of involving citizens is to decrease the feelings of powerlessness and improve the quality of services (Hardina, 2006). Community empowerment, then, is important as it demonstrates an effective democratic process where people feel that they are able to influence local decision-making. Thus, if citizens

participate in organizational decision-making in city activities, they can feel empowered and possibly feel less alienated from the municipality (Hardina, 2006).

Tools and examples of empowerment

Empowerment can be evaluated by looking at whether participation in decision-making has improved the quality of life (Hardina, 2006). This can be done by asking citizens if the experience has improved their quality of life with qualitative methods like focus groups and interviews or via quantitative methods such as surveys. Other empowerment-oriented approaches include activities such as leadership skills training for the citizens, inclusion of local citizens on boards, and political involvement of constituents (Hardina, 2006).

Fuchs and Schreier (2011) state that it is useful to think of customer empowerment in new product development in terms of two basic dimensions:

- 1) Customer empowerment to create (ideas for) new product designs
 - 2) Customer empowerment to select the product designs to be produced
- (Fuchs & Schreier, 2011: 18)

Their customer empowerment strategies for new product development can be seen in figure 5.

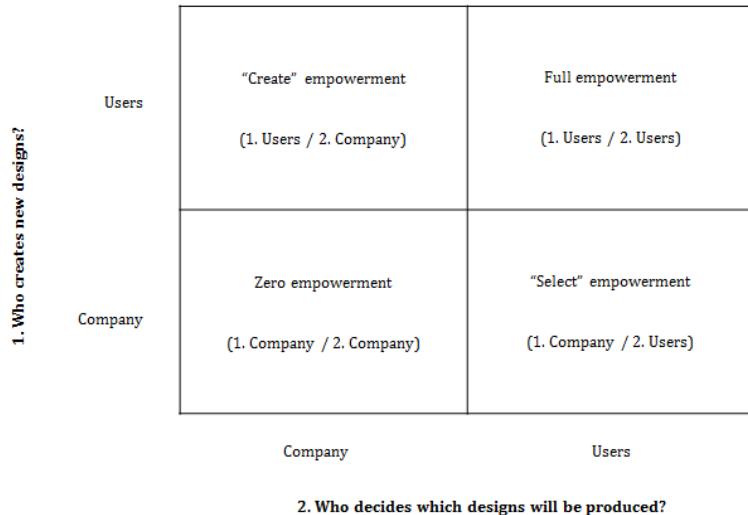


Figure 5: Customer empowerment strategies in new product development (Fuchs & Schreier, 2011: 18)

In order to analyze how much empowerment the users are experiencing, two questions need be asked as illustrated in figure 5. Depending on the answer, the users or company are put into one of the boxes.

The first box, 'create empowerment', is where the users create new projects and the company decides which products are to be produced. The second box, 'full empowerment', is where the users create and decide. An example of the latter is an online community where users can submit their ideas and vote for the ideas they like, which will be produced afterwards (Fuchs & Schreier, 2011). The third box, 'zero empowerment', is where the company both create and decide which projects are to be produced. The final box, 'select empowerment', is where the company creates new projects and the users decide which ones are to be produced.

Even though their research is made with consumers and new products in mind, this can be translated into citizens and city branding activities. Fuchs and Schreier's (2011) customer empowerment strategies will be used to analyze the level of empowerment that citizens in Fredericia are given. Therefore their model has been edited in order to make it applicable to this case about a municipality and its citizens. This means that 'designs' is replaced with 'activities', 'the company' is replaced with 'the municipality', and finally 'the users' is replaced with 'the citizens'. The edited model can be seen in figure 6.

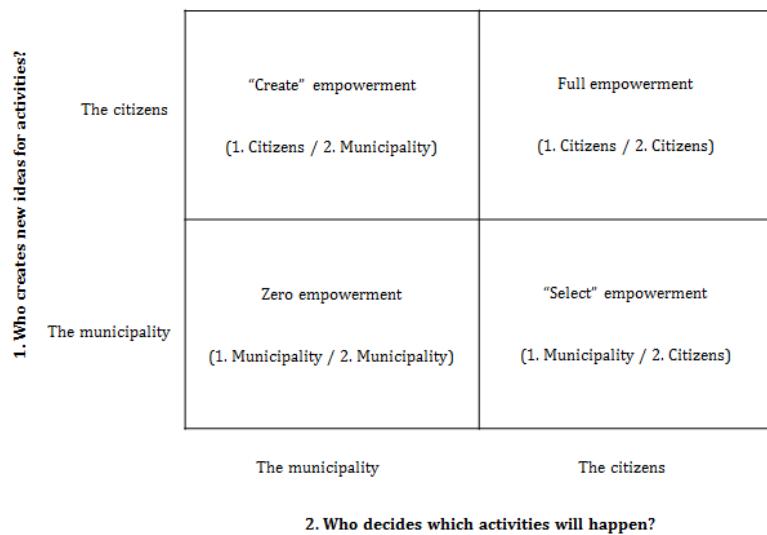


Figure 6: Citizen empowerment strategies in citizen activities (own illustration based on Fuchs & Schreier, 2011)

The city of Rochester in the state of New York is an example of a city using citizen empowerment (Favro, 2006). They had a strategy focusing on tapping into the energy and knowledge of its citizens. The initiative was started by the mayor in 1994 and was called 'Neighbors Building Neighborhoods'. The city was organized into ten geographical sectors for planning purposes where citizens were encouraged to collaborate and envision a future for their neighborhoods – all the future plans were created by the citizens themselves – not professional planners. The citizens were encouraged to dream, but they were also told that they were responsible for managing the implementation of their plans. An

idea would go into action if the citizens could find resources to fund the idea. This resulted in an average completion of 76 percent of each plan's activities. The municipality's role was described as follows:

"City staff went to neighborhood meetings not to direct, but rather serve as resources and facilitators [...] All that the city really wanted to know was the bottom line: what residents were trying to get out of the process and whether plans reflected the consensus priorities of the neighborhoods" (Favro, 2006).

The city offered citizens free training in leadership, technical planning skills, and community organizing. The most powerful empowerment tool that the citizens had in this project, though, was an influence in the city's budget. The citizens in Rochester were coming up with ideas for activities in the city, while the municipality was a facilitator that did not decide which activities were to happen, because it was the citizens' responsibility to find resources for their project. Thus, Rochester is an example of a 'full empowerment' strategy (Fuchs & Schreier, 2011).

3.3.4 - Clarification of terms

The above sections have described stakeholder involvement, citizen participation, and empowerment. There is, however, a need for clarification of terms because the term 'empowerment' is rather new (Hardina, 2006) and it can be confused with stakeholder involvement and co-creation.

The term empowerment did not appear in the literature until the mid-1970s (Hardina, 2006). Previously, the "*efforts to involve consumers explicitly in the management of social service organizations were referred to as 'citizen participation'*" (Arnstein, 1969 as cited in Hardina, 2006: 5). This means that the top rungs in Arnstein's ladder of citizen participation can be considered as empowering.

One should be aware that a lot of cities try to engage their citizens, but few manage to empower them (Favro, 2012). The key to building an empowered community is through active community participation (Reid, 2000). The author of this thesis believes that citizen participation is fundamental in order for citizens to feel empowerment because they cannot feel empowered without being involved. Empowerment, then, is an outcome of brand co-creation and citizen participation, thus all the tools listed in the above sections can lead to empowerment of citizens in city branding. In conclusion citizens will only feel empowered if they become involved in the city's activities.

3.3.5 - Participatory branding in this thesis

The two concepts (i.e. brand co-creation and stakeholder involvement) in participatory branding will be used to analyze how the citizens in Fredericia perceive their opportunity for involvement and em-

powerment in branding the city. In the analysis, the degree of citizen participation and empowerment will be used in order to see if these concepts exist with the city branding of Fredericia today.

3.4 - Putting it all together

To sum up the previous sections, the citizens' roles, needs, commitment, opinions, and ideas are important for a successful city branding strategy. This participatory approach resonates with the S-D logic where services are defined as the application of knowledge and skills (Vargo & Lusch, 2004) meaning that the city chosen, Fredericia, can use its citizens' knowledge and skills for the benefit of the city and its citizens. Thus, the participatory approach shows that citizens' knowledge and skills should be used to co-create the city brand and possibly make the citizens feel empowered to help brand Fredericia.

The literature about city branding, citizens, S-D logic and participatory branding will be used to answer the research question about how the citizens perceive the opportunity for involvement and empowerment with regard to branding Fredericia. Additionally, the theoretical foundation will be used when analyzing how the citizens of Fredericia can be used to brand the city in the future.

Chapter 4.0 – Methods

The methods used to answer the research question will be described in this chapter. This includes the philosophy of science perspective, the research design and the data collection approach. Furthermore, the analysis and quality of the collected data will be described and discussed.

4.1 - Philosophy of science

Philosophy of science consists of ontological, epistemological and methodological considerations (Guba, 1990). This section will describe the first two, and the methodological considerations will be described in the following sections.

The research questions suggest taking the theoretical perspective of social constructivism because it seeks to understand how the world is constructed. Berger and Luckmann (1966) state that “*different societies have different ideas of what can be considered to be reality*” (Rasmussen et al., 2006: 47), thus emphasizing that reality is influenced or shaped by our recognition of it, and that social phenomena are not constant and unchanging, but are constructed through historical and social processes (Rasborg, 2009). According to this approach, individuals (in this case the citizens of Fredericia) make sense of the world through symbolic construction.

Ontology is about whether there exists a reality or not, and epistemology is about how we recognize this reality. Ontology in social constructivism argues that “*reality is independent, but is constituted by the realization that it has as subject: Facts only happen when people collectively determine them*” (Rasborg, 2009: 352). Epistemology in social constructivism means a perception “*that scientific theories content solely or mainly are conditioned by the social factors surrounding the research process*” (ibid.). This implies that knowledge is always socially constructed as a product or outcome of meaning constructions of the involved parties, such as between respondent and interviewer. Hence, knowledge can never be understood as one truth or ‘reality’, but is only a construction of processes of various interpretations and meanings. This perspective involves that the results of this thesis must be understood as one out of other possible meanings.

4.1.1 - Social constructivism in this thesis

I am aware that the knowledge I will obtain in this thesis is a social construction created on the basis of the choice of problem area, problem formulation, empirical data, theoretical foundations and methods used. Additionally, the social construction is influenced by those participants I have talked to dur-

ing the research process. My conclusions are therefore made in light of the social constructivism perception that there is an objective truth, but the truth is always a particular perspective (Rasborg, 2009). This means that my conclusions are products of my own perspective, history and cultural background because the conclusions could be different if they were written by someone else or by me in a different context. Hence, the choice of other theories, methods and empirical data could answer the same research questions differently because as the author of this thesis I am a co-constructor of meaning.

4.2 - Research design

The following section presents the research design and the methodological considerations, i.e. how I have obtained knowledge (Guba, 1990).

Bryman and Bell (2011) distinguish between deduction, induction, and interative approaches to illustrate the relationship between theory and research. In the deductive approach the researcher gathers knowledge from previous literature and deduces hypothesis based on these. The inductive approach is the opposite of the deductive approach, because here the researcher first collects empirical data and hereafter new theories are developed. Finally, the interative approach "*involves a weaving back and forth between data and theory*" (Bryman & Bell, 2011: 13), which means that the researcher shifts between the deductive and inductive approaches.

In this project I have used the interative approach. First, the deductive approach was used when searching for relevant literature that would inform my research design. Secondly, the inductive approach was applied during my data analysis, where I was going back and forth between the theoretical framework and the collected data.

I have chosen qualitative methods because "*methods such as in-depth interviews and focus group discussion usually provide very detailed information about the places they consider*" (Chan & Marafa, 2013: 245). This is in line with the notion of social constructivism where the researcher wants to understand the constructed 'knowledge' that informants have in relation to the topic at hand. I have conducted various types of data collection where the primary data collection is three focus groups, where I talked to citizens living in Fredericia, and two interviews, where one is with the press manager in Fredericia and one with a board member at the volunteer house in Fredericia. The secondary data consists of articles and webpages about Fredericia and its current activities for citizens.

4.3 - Focus groups

Qualitative focus groups were chosen as the primary method of data collection because the literature about S-D logic and participatory branding state that there must be a dialogue and this dialogue exists in focus groups where several people are brought together. Focus groups are a method of interviewing that facilitates exploring opinions, attitudes and new ideas concerning a specific topic (Fern, 1982). Research has shown that "*two eight-person focus groups would produce as many ideas as 10 individual interviews*" (Morgan, 1997: 14), and that the interaction in a focus group promotes an "*... understanding of the participants' attitudes, feelings and beliefs*" (Rasmussen et al., 2006: 107), which in this case is about the citizens' attitudes towards branding Fredericia.

The purpose of all the focus groups was to determine how the different citizens of Fredericia perceive the opportunity for involvement and empowerment with regard to branding Fredericia, which included finding out how involved the citizens are today and how they want to be involved in the future. I chose to conduct three focus groups because I wanted to compare different levels of citizens' involvement in activities in the city to explore if some citizens are more interested in branding the city than others. One focus group consisted of citizens that are highly involved in volunteer activities in Fredericia (focus group A), because "*non-profit organizations are essential components of community networks because the organizations are able to link members of the community together through volunteer activities and programs*" (Hardina, 2006: 10). The purpose of focus group A was in addition to determine how they perceive the opportunity for involvement in Fredericia and to discover how much empowerment the volunteers are experiencing in their activities. The second focus group (named B) consisted of citizens that are using activities in the city without active engagement in designing them, and the final focus group (named C) consisted of citizens that are neither involved nor using activities in Fredericia.

4.3.1 - Participant identification

Morgan (1998, in Bryman & Bell, 2011) recommends smaller focus groups "*when participants are likely to have a lot to say on the research topic*" (Bryman & Bell, 2011: 508). Therefore I did not want more than eight people in focus group A, because I expected the involved citizens to speak a lot about their activities. I ended up having seven participants in the volunteer focus group. Morgan (1998) also recommends larger groups when the participants' involvement with the topic is low (Bryman & Bell, 2011) which is why I preferred more participants in focus group B and C because these citizens are less (or not) involved. Unfortunately, I was not able to find more than six participants for focus group B and seven participants for focus group C.

My mother is a physiotherapist in Fredericia, so I asked her and her colleagues to see if they could come up with a list of people in different age groups for me to use in my focus groups. I am aware that this made them gatekeepers (*ibid.*) because they asked the patients that they felt would be suitable for my project, but this also had the advantage that I would get more participants than I could have gathered myself. They came up with a list of about 40 people in the age range 36-88, of which 28 were interested in helping me. Additionally, I asked my own social network on Facebook for help to find participants under the age of 40 because these were not widely represented in the list from my mother.

I tried to put the focus groups together so none of the participants knew each other because if they did the participant's opinions might influence each other (Justesen & Mik-Meyer, 2010) and thus "*pre-existing styles of interaction or status differences may contaminate the session*" (Bryman & Bell, 2011: 511). Unfortunately, I was in need of persons participating in focus group C, so here I asked the participant's partners to come as well, which resulted in two couples in the group who, of course, know each other. The 20 participants in the focus groups can be found in table 4 (see detailed descriptions in appendices 1, 2 and 3).

		Focus group A	Focus group B	Focus group C	Total
Gender	Female	71%	67%	71%	70%
	Male	29%	33%	29%	30%
Age	15-20	-	17%	14,3%	10%
	21-30	-	-	28,6%	10%
	31-40	14%	-	-	5%
	41-50	29%	-	-	10%
	51-60	14%	17%	28,6%	20%
	61-70	29%	33%	28,6%	30%
	70+	14%	33%	-	15%
Area where they live in Fredericia	Fredericia centrum	14,3%	33%	29%	25%
	Erritsø	42,8%	33%	71%	50%
	Snoghøj	14,3%	-	-	5%
	Vest city	14,3%	17%	-	10%
	Trelde	14,3%	17%	-	10%
Years lived in Fredericia	5-10 years	-	16,6%	14,3%	10%
	11-20 years	-	16,6%	28,6%	15%
	21-30 years	-	16,6%	14,3%	10%
	31-40 years	14%	-	28,6%	15%
	41-50 years	29%	16,6%	-	15%
	Over 50 years	57%	33,3%	14,3%	35%

Table 4: Characteristics of participants in the focus groups (appx. 1, 2 and 3)

4.3.2 - The focus group interview guides, quantitative survey and pilot study

I conducted semi-structured focus groups which allowed me to prepare the questions I needed answered, but at the same time allowed me to ask follow-up questions and new questions if the answers of the participants required it.

The focus group interview guides were grounded in the theoretical framework. To ensure that all themes were covered, the questions were matched with the framework and supplemented with a rationale of their relevance (see tables in appendices 4, 5 and 6).

Even though I choose qualitative data collection as my primary method, I still wanted some quantitative data gathered in order for me to compare the focus groups' answers. Therefore I developed different closed-ended questions for a survey, and handed them to the participants in the focus groups. Some of the quantitative questions were the same for all three focus groups, such as:

- “*On a scale from 1 to 10 (where 10 is the highest), how much would you recommend other people to live in Fredericia?*” (appx. 7, 8 and 9)
- “*On a scale from 1 to 10 (where 10 is the highest), how likely is that you would write your ideas for Fredericia on an online forum on the internet?*” (appx. 7, 8 and 9)

To make sure that the questions in the interview guides were understandable for the participants I went through the questions with a colleague experienced in conducting focus groups. Additionally, I pilot tested all the interview guides with two persons who previously lived in Fredericia.

4.3.3 - Conducting the focus groups

All the participants were asked to come to my parents' house in Fredericia because this was a place where the participants and I could feel at home and at the same time I could audio record the sessions without being disturbed. Coffee and cake were served to ensure that the participants would feel comfortable. Pictures of the place where the focus groups were conducted can be seen in appendix 10.

I had the role of the moderator in all the focus groups which included me asking the questions, taking notes and running the discussion. In addition I also had to make sure that all participants had the time to speak if one or more of them were dominating. One participant wanted to be anonymous in the project, so therefore I made the decision that all of the participants should be anonymous.

I had put a piece of paper on the table with three post-its. First I asked the participants to write down three words that came to mind, when I said 'Fredericia' (see their answers in appendix 11). Hereafter I

asked the participants to fill out a paper with some demographic information (appx. 12, 13 and 14). The participants were asked to briefly introduce themselves as a starter, and then I proceeded with the respective focus group interview guides (appx. 4, 5 and 6).

Focus group A was held the 11th of June 2014. I had made arrangements with eight people on this date and seven of them showed up. The focus group took about 1.5 hour and the transcription and the audio recording can be seen in appendix 16.

Focus group B was held the 18th of June 2014. I had made arrangements with six people on this date and all of them showed up. It took about 1.5 hours and the transcription of the focus group and the audio recording can be found in appendix 17.

Focus group C was held the 16th of June 2014. I had made arrangements with seven people on this date and all of them showed up. The focus group took about one hour and the transcription and the audio recording can be found in appendix 18.

4.4 - Interviews

In addition to the focus groups I conducted two semi-structured qualitative interviews; one with a volunteer person from the board of directors at the ‘volunteer centre’ in Fredericia (interview 1), and one with the press manager in Fredericia (interview 2).

The purpose of interview 1 with the volunteer person was to go into depth with how the volunteers in Fredericia perceive the opportunity for involvement and empowerment in Fredericia. This person was chosen because he is at the board of directors at the volunteer centre in Fredericia and I therefore assumed that he knew a lot about the collaboration between volunteers in Fredericia and the municipality.

The purpose of interview 2 was to determine how interested the municipality is in involving the citizens. Interview 2 was made after the focus groups because it allowed me to explore some of the issues that came up during the focus groups in order to identify possible gaps between the citizens’ and the municipality’s perceptions about involvement and empowerment in the city.

Both interview guides were semi-structured and, similar to the focus group interview guides, grounded in the theoretical framework (more details are provided in appendices 19 and 20).

4.4.1 - Structure of the interviews

Interview 1 was conducted at the volunteer centre in Fredericia and interview 2 was conducted at the press manager's office at Fredericia town hall. By having the interviews at the participants' workplace, I assumed that they would feel comfortable in the interview situation.

Interview 1 was held the 10th of June 2014 and took one hour. The volunteer person is a 56 year old man, and his name is Jørn Jespersgaard. He has lived in Fredericia since 1979 and been at the board of directors in the volunteer centre in Fredericia for two years (appx. 21, 00:40 and 04:17). The transcription and audio record can be found in appendix 21.

Interview 2 was held the 20th of June 2014 with the press manager, Pia Becker, and took about 50 minutes. When I made the arrangement with her I thought that she was the branding director, but it turned out there was no branding director anymore and her title now was press manager (appx. 22, 03:09). At one point in the interview she wanted me to stop the audio record, so the transcription and audio record are split into two and can be found in appendix 22 named part 1 and 2.

4.5 - Analysis of data

Both the focus groups and the interviews were recorded for transcription purposes. I choose to transcribe all of my data to ensure that I did not miss anything the participants said. They were all conducted in Danish because all the participants were Danes, but when I use quotes in the analysis, these will be translated into English in order to secure the flow of reading.

After the transcription the data was coded into themes using my theoretical framework. The focus groups were thematized into different categories like 'strengths,' 'influence' and 'hear about activities' (appx. 23). The interviews were also coded into themes in order to get an overview of what the interviewees said (Morgan, 1997). By coding and thermalizing my data I could find patterns and structures as well as explain what the data means and thereby conceptualize reality in my analysis. The thematic overview can be seen in appendix 23. The different themes will be looked at in the light of the theoretical foundation in the analysis.

4.6 - Quality of data collection

In order to evaluate qualitative research some researchers (Lincoln & Guba, 1985; Guba & Lincoln, 1994), both in Bryman and Bell (2011), propose an alternative to reliability and validity, which are terms used to access the quality of quantitative research. According to them qualitative research must

be evaluated by assessing two primary criteria; ‘trustworthiness’ and ‘authenticity’ (Bryman & Bell, 2011).

‘Authenticity’ is concerned with the wider political impact of research (*ibid.*). My research represents different viewpoints among citizens because all the focus groups included men and women, participants in the age range of 17 to 75 years old, and participants from different areas in Fredericia municipality (appx. 1, 2 and 3). However, 71 percent of the participants were women over 40 (see table 4, p. 36). I believe that by having both volunteer citizens, users of activities and non-users, I got a wide representative of citizens of Fredericia, which implies that the data collection has been authentic. However, due to the limited number of participants (20 in total), I am not able to generalize my results to the wider population of Fredericia.

‘Trustworthiness’ is split into four criteria. The first is ‘credibility,’ which is “*... ensuring that research is carried out according to the canons of good practice and submitting research findings to the members of the social world who were studied for confirmation that the investigator has correctly understood that social world*” (Bryman & Bell, 2011: 396). This technique is referred to as ‘respondent validation’ which means that the researcher “*provides the people on whom he or she has conducted research with an account of his or her findings*” (*ibid.*). However, this was not done due to lack of resources and time, which can limit the credibility of the data. In order for me to make the data collection credible, I made interview guides for the focus groups to make sure that all focus groups were asked mostly the same questions, as well as to make sure that I did not ask leading questions. The guides for the interviews also contained some of the same questions as the focus groups. Furthermore, I transcribed all the data in Danish to make sure that no contextual meaning was lost when using quotes in the analysis.

The second criterion of trustworthiness is ‘transferability’. This means that qualitative researchers are encouraged to produce thick descriptions so others can make “*... judgements about the possible transferability of findings to other milieux*” (*ibid.* 398). In my data research, I recorded and transcribed all the focus groups and interviews to allow other researchers to access them in order to make my data collection transferable.

The third criterion is ‘dependability’. Here, the researcher adopts an ‘auditing’ approach meaning “*that complete records are kept of all phases of the research process*” (*ibid.* 398), i.e. research question, identification of participants, transcripts etc. My data collection has ensured dependability because I have described the whole process of data collection and made interview guides (appx. 4, 5 and 6). The latter illustrates why the questions are asked and how this relates to the theoretical foundations. Further-

more, I have attached all the relevant appendices to document the phases I have gone through during my research process.

The fourth and last criterion is ‘confirmability’ which recognizes that complete objectivity is not possible for the researcher, and therefore *“it should be apparent that he or she has not overtly allowed personal values or theoretical inclinations manifestly to sway the conduct of the research”* (Bryman & Bell, 2011: 398). In one way, it was an advantage that I know Fredericia because I could talk to the participants about the city, but on the other hand it was also a disadvantage because I sometimes “talked with” the participants instead of letting them talk about the city. It was very important not to ask leading questions and thereby influence the answers of the participants. However, it is impossible for me to argue for complete confirmability because I am a co-constructor of my data.

Overall I believe that quality of my data collection is high because all the above described criteria have been taking into account when making my data collection.

Chapter 5.0 – Analysis

This chapter will combine the theories described with the collected data, and will be split into different parts in order to answer the research questions. The first section will answer the research question about how the citizens perceive the opportunity for involvement and empowerment in Fredericia today. This section will in addition to the citizens' views include how the municipality sees these opportunities, and explore if there exists a gap between the citizens' and the municipality's views on citizen involvement and empowerment. The second section in the analysis will answer the research question about how the citizens of Fredericia can be used to brand the city in the future.

5.1 - The citizens' involvement now

In this section Arnstein's theory (1969) about the different gradations of citizen participation and the different customer empowerment strategies (Fuchs & Schreier, 2011) will be used in order to describe and explain the citizens' current involvement seen from primarily the citizens' perspective, but also from that of the municipality. Additionally, the four tools to encourage citizen participation (Reid, 2000) will be applied to analyze if Fredericia municipality are using these today.

5.1.1 – The citizens' view on citizen involvement

This section of the analysis will be made on the basis of the three focus groups (appx. 16, 17 and 18) and the interview with a volunteer person from the volunteer centre in Fredericia (appx. 21). Since the participants are involved in different activities there will be used different examples during the analysis.

Gradation of citizen participation

All the participants in the focus groups were asked if the municipality previously had contacted them and asked about their ideas and the answers were different from person to person. Some said they had never been asked while others said they had been to citizen meetings (appx. 16, 17 and 18) which mean that the participants will place their gradations of citizen participation on different rungs (Arnstein, 1969). One thing they could all agree on was that the municipality had just contacted them with a letter about a citizen panel to be conducted three times a year (see the letter in appx. 24).

The participants who said they never had been asked about their ideas before they received the invitation to participate in a citizen panel can be placed at the two levels of non-participation, i.e. rung 1 (manipulation) and rung 2 (therapy) (Arnstein, 1969). Since this analysis is based on how the citizens

perceive the opportunity for involvement and empowerment today, the letter received by the participants will be taken into account and therefore rung 1 and 2 can be excluded because the citizen panel represents a higher level of citizen participation than non-participation.

The citizen panel can be placed at rung 3 (informing) or rung 4 (consultation) because these are the levels of tokenism that allow the citizens to hear and have a voice (Arnstein, 1969), but in these levels the citizens lack the power to ensure that their views will be heard. Rung 3 is a one-way flow of information where the most frequent tools used are news media and posters, whereas rung 4 is about consulting the citizens by using surveys and public hearings (*ibid.*). The citizen panel can be placed at rung 4 because the citizens are invited to share their opinions with the municipality three times a year via an online survey link (appx. 24). The letter states that "*the answers will be used in our work when we will be focusing on more jobs, development of welfare, citizens' rights and duties and Fredericia as an attractive city to live in*" (appx. 24), but it does not state anything about where the citizens can see that their answers to the survey will actually be used.

The second example of the citizen participation being at rung 4 is a project about bike paths a few years ago. One participant explained that there was an online panel where citizens could go and point on a map where there were dangerous places for bikes (appx. 17). The other participants thought that it is a good idea because "*it is the citizens of Fredericia who knows where these places are*" (appx. 17, 57:01, B6). However, the participant added that nothing had happened with the places she pointed out online, which shows that the citizens were consulted, but did not get any information about why their ideas were not used. Hence, the participant lacks an answer to her suggestion and their participation can be placed at rung 4.

Other participants said they had been to citizen meetings where there was room for dialogue (appx. 17) which relates to rung 4, where one of the most frequently used tools are meetings and public hearings where the general public are involved (Arnstein, 1969). On the other hand one participant said "*it is the case with those public hearings [...] things are decided in advance, so how much does it help that you came?*" (appx. 17, 1:07:46, B1), which highlights that even though there are public hearings at rung 4, the participants do not know if their views and ideas are actually heard (Arnstein, 1969).

In conclusion, all participants find themselves at rung 4 (informing) because of the letter and the citizens meetings, but they are also asking for some information about how their ideas are used – or why they were not used. Overall though, the participants are positive about the future because as one of them said:

B6: *"I think the municipality has shown the last year at least, that they are interested in democracy. It's hard to get us started. Democracy is difficult. It is many people. I think they are open for the public to come and say what they want" (appx. 17, 59:45).*

Empowerment strategy

To find out which citizen empowerment strategy (Fuchs & Schreier, 2011) the participants are experiencing, two questions need to be answered. The first question is 'who creates new ideas for activities?' and the second is 'who decides which activities will take place?' (see figure 6, p. 30).

The example with the citizen panel (appx. 24) can be used to assess which empowerment strategy the citizens are experiencing. The citizens are invited to participate in this panel and are therefore able to create new ideas for activities which show that the citizens are the answer to question one. On the other hand *"it is still the City Council that makes the policy decisions, but the citizens panel can help to give politicians knowledge and inspiration in areas where it is important to know the users and citizens' perceptions and attitudes"* (Fredericia Kommune, 2014b), which illustrates that the municipality decides what activities or ideas will materialize. In terms of the citizen panel, the citizen empowerment strategy is 'create empowerment' (Fuchs & Schreier, 2011) because the citizens can come with their ideas, but it is the municipality that decides which ideas and activities will actually take place.

It can be discussed how much empowerment the citizens feel by receiving a letter about a citizen panel, because the City Council states that it is *"a great opportunity to engage in a dialogue with the citizens and thereby strengthen democracy and community in the municipality"* (appx. 24). Yet some of the participants in the focus groups said that they are missing information about *"what is it that we have signed up for? How will we be asked? Would we get a letter afterwards? [i.e. with the results]. I do not think it says anything"* (appx. 18, 24:41, C1). Overall the participants think it is a good initiative to hear their opinions, but the empowerment element is only present in terms of who creates new ideas for activities because the participants are missing information about what it is and how their ideas will be used, and therefore they do not feel fully involved or empowered by receiving the letter.

In the example with the bike paths (appx. 17), the citizen participation was placed at rung 4 (Arnstein, 1969) because the citizens were consulted on their ideas. The empowerment strategy in this example is therefore the 'create empowerment' because the citizens could present ideas for places that could be improved, but the final decision stayed within the municipality.

In addition the volunteer person from the volunteer centre in Fredericia explained that their previous work with the municipality were more monologue than dialogue meetings until the volunteers told the

City Council many times that there was no dialogue at the meetings (appx. 21). He explained that there has been a positive change since the new City Council came into power in 2014 (Fredericia Kommune, n.d.) because "*they are not only prepared to accept that we're doing this because we need to save money, we do it to form a synthesis*" (appx. 21, 28:58). In terms of the volunteer centre it is the volunteers who bring new ideas for activities to the meetings with the municipality which is the answer to question one. On the other hand it is the municipality that decides how big the budget for the volunteer centre is, but it is the board of directors at the centre that decides how the budget is spent (appx. 17). Therefore the citizen empowerment strategy at the volunteer centre is either the 'full empowerment' strategy (Fuchs & Schreier, 2011) where the volunteers come with the ideas and decide which activities will actually take place or the 'select empowerment' strategy (*ibid.*) where the volunteers come with ideas and control their own budget. No matter what it is still the municipality that decides how big the budget is.

With regards to the volunteers of focus group A there are several examples of empowerment strategies. Participant A2, who is a gymnastics instructor, said that she has free hands within certain limits and "*it may well be that you are not involved in the outermost limits, but for your own activity, you have a great deal of influence*" (appx. 16, 23:31, A2). Hence, participant A2 is experiencing the 'create empowerment' strategy (Fuchs & Schreier, 2011) because she can present ideas for her activity, yet it is still the association that decides the overall conditions. The quote illustrates that she has a great deal of influence, so even though the committee decides some activities, A2 herself can still experience the 'full empowerment' strategy because as she states she has free hands within her activity (appx. 16). The second example from the focus groups is participant A6 who is at the management team in 'Red Barnet' in the local branch in Fredericia (appx. 16). The organization's head office is in Copenhagen, but they have a lot to say in the local branch about which projects and fundraising projects they want to do (*ibid.*). In terms of the local branch in Fredericia it is the volunteers who present new ideas for activities, and it is also the volunteers who decide which activities will actually take place because as she said "*it is something we find out as a local branch, what we want and what we are able to take on as volunteers*" (appx. 16, 25:42, A6). This is therefore an example of a 'full empowerment' strategy (Fuchs & Schreier, 2011).

In the question about how much influence the participants in focus group A have in their activity on a scale from one to 10, the average was 8.29 (appx. 15), which shows that the volunteers are involved and feel empowered in their activity because they experience influence. As stated in the theoretical foundations, empowerment can also be measured by looking at whether participation in decision-making has improved the quality of life (Hardina, 2006). Therefore were the participants in focus

group A asked if their involvement in the activity had improved their quality of life. All seven participants answered yes in the survey (appx. 15), which indicates that the participants involved in volunteer projects feel empowered in their activities.

Overall, the above examples show that the participants are experiencing different citizen empowerment strategies. In all examples it is the participants who create new ideas for activities, but it is different from example to example who decides which activity will actually take place, hence they are experiencing ‘create empowerment’ or ‘full empowerment’ strategies (Fuchs & Schreier, 2011) depending on the activity.

Is the municipality encouraging citizen participation?

To analyze how the citizens perceive the opportunity for citizen involvement the four tools to encourage citizen participation (Reid, 2000) will be used to assess whether the citizens believe the municipality is encouraging them to get involved in branding the city.

The first tool in encouraging citizen participation is to ‘welcome it’ (Reid, 2000). The participants in all focus groups think that Fredericia municipality is open for active participation because as one said about the letter with the citizen panel: *“it is a good thing that they take the initiative to hear the citizens about their opinions”* (appx. 18, 27:52, C1).

The second tool is to ‘create real roles’ (Reid, 2000), which includes “*assigning new participants something that gives them a sense of meaningful involvement*” (Reid, 2000: 9) and make them understand how their contribution advances the overall effort. All the volunteers in focus group A said that their involvement in their activities had improved their quality of life (appx. 15), demonstrating that they experience a sense of meaningful involvement in their activity.

The third tool is to ‘reach out,’ which can take form as advertising in the media, newsletters and personal contact (Reid, 2000). One example could be the workshops for a new vision (Autzen, 2014) where the municipality had advertised in newspapers. But when this was mentioned in the focus groups none of the participants had heard about these meetings (appx. 16, 17 and 18). One participant said: *“it sounds a bit like the municipality have a job to provide information about what the possibilities are”* (appx. 16, 01:02:26, A2), while another participant added that it should be more obvious that there could be an open dialogue by not only using the website and newspapers, but also for example bus stops or flyers in the city (appx. 16). The conclusion is therefore that the participants in the focus groups do not believe that the municipality is reaching out via the right communication channels be-

cause none of them had seen any attempt for dialogue or advertising for community activities in the media.

The last tool is to 'offer volunteer opportunities' (Reid, 2000). The participants said that there are a lot of associations in Fredericia and therefore sufficient opportunities for being a volunteer or participate in the associations (appx. 17).

Overall the participants believe that the municipality is welcoming citizen involvement and creating real roles especially for the citizens who are volunteers. The participants do not believe that the municipality are reaching out via the right channels, but feel that they have been offered volunteer opportunities because of all the associations in Fredericia for them to join.

5.1.2 – The municipality's view on citizen involvement

This section analyses the municipality's view on citizen involvement and empowerment by using the interview with the press manager in Fredericia as well as information provided on the municipality's website. There will be mentioned different citizen involvement activities done by the municipality and even though the activities are different there will be made a general analysis of citizen involvement in Fredericia seen from the municipality's point of view.

Gradation of citizen participation

In the interview with the press manager she was asked why the municipality involves the citizens today and she answered:

Press manager: *"We simply have to [i.e. involve the citizens] because if there is something new today, then it is not only the municipality that can do it. In my opinion the word co-creation stands at the top of almost everything"* (appx. 22: 07:02, part 2).

She added that dialogue, respect and giving responsibility is something they do a lot both digitally and via citizen meetings because as she said *"one should not disparage the personal meeting, it means a lot"* (appx. 22: 21:43, part 1). Based on these quotes the first two rungs in the ladder of citizen participation (Arnstein, 1969) can be excluded because these are the levels of non-participation where the objective is to educate citizens instead of participation (ibid.).

Rung 3 (informing) and 4 (consultation) are more suitable to describe the citizen participation in Fredericia because here citizens can hear and have a voice (ibid.). One example of rung 4 would be the letter with the citizen panel because the citizens are given a voice by the municipality to get involved

in the city's development. The only limitation is that the citizens lack the power to ensure that all their views and ideas will be heard by the municipality (*ibid.*). This was something that the participants mentioned in the focus groups where there was a discussion about how they would like to hear about the results. This is something that will be looked into in details in the second section of this analysis.

Another example of rung 4 is the workshops that the municipality conducted, where it invited citizens to meetings because it wanted to make a vision for Fredericia in collaboration with the citizens in order for them to feel ownership and community around the city's development (Autzen, 2014). The press manager explained about the work with the new vision:

Press manager: *"You could say it's the desire to create a vision that citizens also can say 'yes, this is our vision' because the old vision was made entirely by the City Council. Then they have of course been out and give lectures and explained things, but it's not the same. So it must be the case when you say Fredericia's DNA or Fredericia's vision, well then, all citizens can nod to it, or as many as possible can at least say that they have been involved"* (appx. 22: 18:05, part 1).

Additionally, the City Council stated *"Fredericia is the citizens' city. Therefore the citizens should also be consulted when the future of Fredericia are being formed"* (Autzen, 2014) and *"... the City Council does not disclaim responsibility. It is still our responsibility to make the decisions"* (*ibid.*). This shows that the municipality is consulting the citizens, but the final decision is made by the municipality, i.e. the City Council.

One example of a partnership (rung 6) between citizens and the municipality is the area 'Korskærparken' in Fredericia (appx. 22) where the press manager said that it is citizens who decide the budget, *"what to get and how it will be administered [and] how it should be run"* (appx. 22: 13:07, part 1). In this rung the citizens and the municipality agree to share decision-making and planning responsibilities (Arnstein, 1969). Another example of a partnership is the senior council where the municipality is having evaluation meetings after their joint events to make sure that the events worked and that the agreement they made was fulfilled (appx. 22).

Overall the interview with the press manager showed that the gradation of citizen participation from the municipality's point of view are both at rung 4 and 6. The citizen panel and the vision workshops are placed at rung 4 where the citizens are heard but the final decision stays within the municipality. Other activities such as 'Korskærparken' and the evaluation meetings are 'partnerships' (rung 6) with

the citizens where power is redistributed through negotiation between the citizens and the municipality (Arnstein, 1969).

Empowerment strategy

To find out which customer empowerment strategy (Fuchs & Schreier, 2011) the municipality is using, two questions are asked. The first question is ‘who creates new ideas for activities?’ (see figure 6, p. 30). Here the press manager said that “*it does not need to be the municipality that discovers or thinks that something is missing*” (appx. 22: 12.43, part 2), which shows that it can be the citizens who creates new ideas for activities in Fredericia. The second question is ‘who decides which activities will take place?’ and here different examples were found.

First is the example with the citizen panel. Ole Steen Hansen, a person from the City Council, said that “*the City Council does not disclaim responsibility. It is still our responsibility to make the decisions, but we want the citizens' advice and this is not just pro forma*” (Autzen, 2014). This relates to the ‘create empowerment’ strategy (Fuchs & Schreier, 2011) where the citizens can create ideas, but the final decision stays within the City Council.

The second example is the area ‘Korskærparken’ in Fredericia where the press manager said that it is citizens who decide the budget, “*what to get and how it will be administered [and] how it should be run*” (appx. 22: 13:07, part 1). Thus, they have the empowerment to select which activities they want. When looking at the activities in Korskærparken the citizen empowerment strategy is ‘full empowerment’ (Fuchs & Schreier, 2011) because it is the citizens who create new ideas for activities as well as them who decide which activities are actually going to take place in their neighborhood.

The third example is the workshops conducted for creating a new vision for Fredericia with the citizens. 15.000 citizens are invited to participate in meetings to work with the overall vision (Autzen, 2014). However, “*the work has already been started by the City Council, but the practical cooperation with the citizens are in place*” (ibid.). This statement is interpreted as the ‘create empowerment’ strategy (Fuchs & Schreier, 2011) because it is the citizens who can help the City Council develop more ideas, but the municipality that decides which activities will actually take place.

Overall there has been found evidence of different empowerment strategies seen from the municipality’s point of view. All examples show that the citizens can create ideas for activities, but the examples disagree on who decides which activities will actually take place, which results in different empowerment strategies, i.e. the ‘full empowerment’ or ‘create empowerment’ strategy (ibid.).

Is the municipality encouraging citizen participation?

In order to see if Fredericia municipality is welcoming active citizen participation the four tools to encourage citizen participation are used in this analysis. The first tool is to ‘welcome it’ (Reid, 2000). Fredericia municipality is welcoming citizen participation by having a citizen panel on its website (Fredericia Kommune, 2014b). The municipality describes the citizen panel as something that can give “*the politicians knowledge and inspiration in areas where it is important to know the users' and citizens' perceptions and attitudes*” (Fredericia Kommune, 2014b), but it is still the City Council that take the political decisions (*ibid.*). The letter with the survey is therefore an example of a participatory tool to find the citizen’s views “*or at least as an indication of good intentions*” (Braun et al., 2013: 24). In addition the press manager said “*it has been my argument all the time, if you as a city/municipality must work with branding, then you need to have the citizens with you*” (appx. 22: 03:09, part 1), which shows that the municipality believes it is welcoming citizen participation.

The second tool in encouraging citizen participation is to ‘create real roles’ (Reid, 2000). The press manager said that the way the municipality works with citizens today is via the “*... ambassador term, and involvement and implementation [...] co-creation, it is simply that*” (appx. 22: 03:09, part 1) and also via ‘the good example’ (appx. 22: 07:41, part 2). It can therefore be argued that the municipality wants to create real roles by focusing on ambassadors and co-creation, but it is up to the citizens to evaluate if these terms are used in practice.

The third tool is to ‘reach out’ (Reid, 2000). The press manager said that they advertised for the citizen panel both digitally and via meetings “*because one should not disparage the personal meeting, it means a lot*” (appx. 22: 21:43, part 1). The citizen panel was sent via emails and letters to citizens of Fredericia because the municipality wanted to gather between 1.000 and 1.500 citizens in this panel in order to get a good representative of the citizens of Fredericia (appx. 22). In addition they also supplied a link on the website, so the citizens who did not receive a letter could join the panel there. Another example of the municipality reaching out is the workshops about a new vision where it advertised in the media for citizens to come to the meetings (Autzen, 2014). Hence, the municipality believes it is reaching out on the website and via emails and letters to the citizens.

The last tool is to ‘offer volunteer opportunities’ (Reid, 2000), because when resources are few “*little happens without the leadership and labor of unpaid citizens*” (*ibid.* 11). The press manager acknowledges this by stating that “*now we have to save 80 million the next couple of years, so we will not be any more employees. One can also say that the success rate is much higher when people have a share in it*” (appx. 22: 16:41: part 1). An example of the municipality offering volunteer opportunities is a volun-

teer mentor program on the website where citizens can become mentors for young citizens who need some support (Fredericia Kommune, 2014a) as well as links on the website to other volunteer programs.

Even though the above analysis shows that the municipality is encouraging citizen involvement, this does not mean that the citizens of Fredericia always agree with this, which will be explored in the next section.

5.1.3 – Potential gap between the municipality's and the citizens' views

After analyzing how the participants and the municipality of Fredericia perceive the opportunity for involvement and empowerment with regard to citizens branding the city, respectively, this section will compare the two views and explore if there exists a gap between the two entities' perspectives.

Citizen participation

The participants' view on their participation was analyzed to fit rung 4 (Arnstein, 1969), which is the stage where they feel consulted on their views and ideas via e.g. the citizen panel, the project with the bike paths and citizen meetings. The only thing that the participants are missing is the information about what the municipality exactly wants to do with their ideas, and where they can see if their ideas are taken into consideration in the final decision-making process.

The municipality's view on citizen participation was placed at rung 4 and 6 (Arnstein, 1969). The citizen panel and the vision workshops are examples of rung 4 where the citizens are consulted, but have no influence to insure that their views will be heard. The examples with 'Korskærparken' and evaluation meetings are placed at rung 6 where power is redistributed through negotiation between the citizens and the municipality. However, these examples were not mentioned during the focus groups, and can therefore not be compared with the views of the participants. This is discussed in chapter 8.

This means that the participants and the municipality perceive the same level of citizen participation (rung 4) in the examples about the citizen panel and the vision workshops. The consultation stage (rung 4) states that "*what citizens achieve in all this activity is that they have 'participated in participation.' And what powerholders achieve is the evidence that they have gone through the required motions of involving 'those people'*" (Arnstein, 1969: 219). This illustrates that even though the municipality are trying to involve the citizens, the participants still need some follow-up information in order for them

to feel more than just participation. Otherwise the citizens will only perceive the opportunity for involvement as participation in a one-way communication channel, where they speak their views and ideas, but they do not believe that these are taken into account in the final decision making.

Empowerment

The participants experience different empowerment strategies. The only empowerment strategy that none of them are experiencing is the 'zero empowerment' (Fuchs & Schreier, 2011), which illustrates that the participants are empowered in citizen activities either by creating new ideas for activities or by deciding which activities will actually take place. Examples of 'full empowerment' strategies are the volunteer centre and 'Red Barnet' and examples of 'create empowerment' are the gymnastics instructor, the bike paths and the citizen panel.

The press manager said that the citizens are creating new ideas for activities, but it depends on the activity who decides which activities will actually take place, i.e. the 'create empowerment' or 'full empowerment' strategy (*ibid.*) are perceived by the municipality to be used towards the citizens. An example of 'full empowerment' is 'Korskærparken' and examples of 'create empowerment' are the citizen panel and the workshops for a new vision.

There seem to be no gap in the perceived empowerment strategies between the participants and the municipality. One example of this is the citizen panel, where both the participants and the municipality are aware that the citizens can come with ideas, but it is the municipality that has the final decision about what will happen with the ideas, i.e. the 'create empowerment' strategy (*ibid.*).

Encouraging citizen participation

The participants believe that the municipality is encouraging citizen participation in three out of the four tools for citizen participation (Reid, 2000). They believe that the municipality is welcoming citizen participation by sending out the letter with the citizen panel where it wants to hear the citizens' opinions. Additionally, they believe the municipality is creating real roles and offering volunteer opportunities. The only tool that the participants do not believe the municipality is using is the 'reach out' tool (*ibid.*), because none of them had seen any information about the workshops for the new vision.

The municipality believes that it is encouraging citizen participation by using all four tools. It is welcoming it with the citizen panel, creating real roles by working with ambassadors and the good exam-

ple (appx. 22). It is reaching out via the website, meetings and workshops, and it is offering volunteer opportunities via a mentor program and other volunteer activities on the website.

Overall there exists a small gap in the encouragement of citizen participation in Fredericia. This is the 'reach out' tool (Reid, 2000) where the municipality believes that it has been reaching out via different media, but the participants do not see this because they haven't seen any information about the workshops for the new vision.

The above analysis illustrates that the participants perceive the citizens' participation opportunities to be at a consultation stage (Arnstein, 1969) where their ideas can be heard, but they lack the power to ensure that the municipality are taking their ideas seriously. Furthermore, they perceive their opportunity for empowerment as acceptable because they can come with ideas for different activities, but it depends on the activity if they also have the empowerment to decide which activities will actually take place. The participants believe that the municipality is welcoming citizen participation, creating roles and offering volunteer opportunities. The only aspect they lack are appropriate channels of communication with the municipality to encourage participation.

5.2 - Use of citizens in the branding of Fredericia

Following the analysis of the participants' perception of their opportunity for involvement and empowerment in Fredericia, this section will answer the research question by analyzing how the citizens can be used to brand Fredericia in the future. The analysis will be based on the empirical data from the focus groups and the theoretical foundations.

The structure of this section consists of five parts, of which four are illustrated in figure 7. First, it will be argued why dialogue is an important element when analyzing how the citizens can be used to brand Fredericia. Dialogue is illustrated with back and forth arrows in figure 7 since dialogue are a two-way interaction that ought to be incorporated in all processes. Next, the citizens' needs and ideas will be analyzed to use their knowledge and skills as a fundamental source of competitive advantage. Then the possibilities for co-creation and empowering the citizens will be analyzed, and finally the possibility for them to become brand ambassadors. The structure is illustrated in figure 7 below:

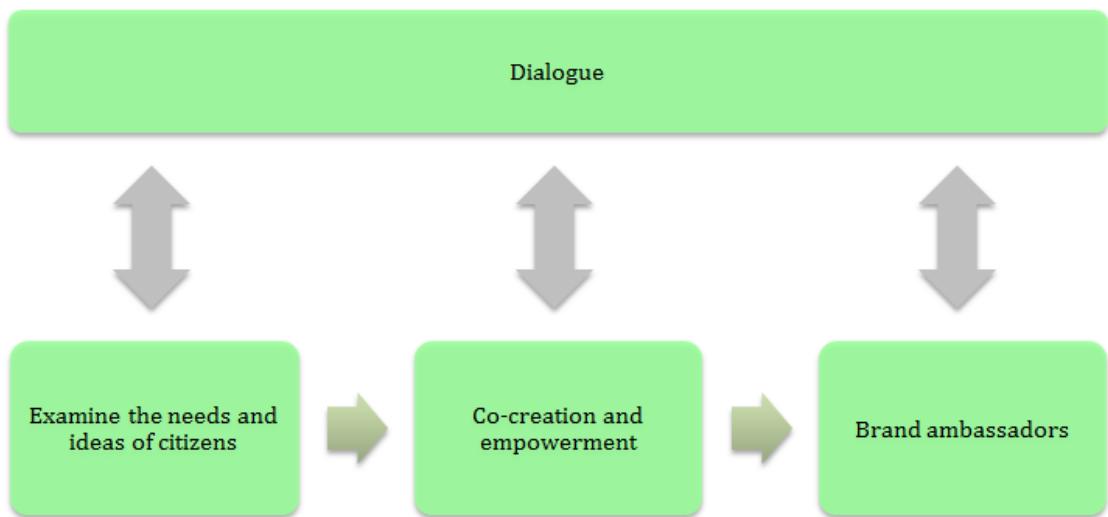


Figure 7: Structure of how the citizens can be used to brand Fredericia (own illustration)

Besides going through the steps in figure 7, the last section of this analysis will compare the outcome of the three focus groups in order to see if differences between them exist when using them to help brand Fredericia in the future.

5.2.1 - Dialogue

The participatory approach to branding and marketing positions the brand process as a dialogue between stakeholders (Braun et al., 2013), which Zenker and Seigis (2012) agree to because “*how can you plan for somebody, if you plan without them?*” (Zenker & Seigis, 2012: 29). By having a dialogue between the municipality and the citizens, stakeholder engagement is achieved which is “*crucial to the success of any city branding strategy*” (Houghton & Stevens, 2010: 45).

Dialogue is not only important for the municipality but also for the citizens. Some of the participants in the focus groups mentioned that if they want something to be changed in Fredericia, it is up to the citizens to do something. This is illustrated in the following quotes:

- B1: "*There are some things that need to be changed, but we have to do something about it*"
 (appx. 17, 1:26:47)

C2: "[...] *you cannot complain if you do not do something*" (appx. 18, 27:02).

This shows that the participants are aware that if something needs to be changed, then it is up to them to do it. The municipality should take advantage of this and try and create a dialogue with the citizens in order to hear their opinions about the city, and how they can be used to brand it. This information cannot be found without having a dialogue, which is why dialogue ought to be incorporated in all processes as figure 7 illustrates.

Dialogue can happen in different ways and according to Zenker and Seigis (2012) it does not seem to matter if the questions asked are open or closed, instead, it is the matter of being asked that makes the difference (Zenker & Seigis, 2012). Therefore, this analysis will be based both on answers from the focus groups (appx. 16, 17 and 18) and the survey (appx. 15).

The first way to achieve dialogue in Fredericia can be via citizen meetings. In the focus groups the participants were asked how these meetings should go about. They wanted small meetings because if they were too large some citizens might not have the courage to speak (appx. 18). They all agree that they do not want to come to meetings where they only have to listen because this information could just be send to them by email (appx. 18). The participants would go to citizen meetings if there was room for dialogue enabling them to present and votes for ideas. Additionally, the participants desire follow-up meetings, where all the proposals are gathered, explained, and justified as to why some are chosen and others discarded (appx. 17). Several of the participants highlighted this as important because as one of them stated "*I just want to see some results*" (appx. 16, 1:04:42, A6).

A second way to achieve dialogue in Fredericia can be via focus groups or an online forum where the citizens can tell or write their ideas. Therefore, the participants were asked how likely they were to participate in focus groups hosted by the municipality or write their ideas on an online forum on a scale from one to 10. The average answer for all three focus groups to participating in focus groups is 6.15, and the average answer to write ideas on an online forum is 5.85 (appx. 15). These answers show that all the participants are more likely to participate in focus groups than to write their ideas for Fredericia on an online forum.

Overall, 85 percent of the participants said that if there is more dialogue with the municipality, they might develop a greater sense of community (appx. 15). 75 percent stated that if they had dialogue with the municipality, their desire to get involved in the city's development would be greater (appx. 15). These numbers indicate that the majority of participants might experience a greater desire to get involved in the city's development on the condition that dialogue is established between stakeholders. One participant said:

C3: *"If you were heard, and if you sold the city on the fact that it was made in collaboration with the citizens, then I think that people would smile a little more, and people would care a bit more, because it's something they have helped create"* (appx. 18, 49:50).

Another participant added that Fredericia ought to live up to their slogan 'the city for everyone' (appx. 18), and that you should speak to one another with respect because then it will succeed in the end (appx. 21). These statements show that dialogue is important for the participants, and that they believe this could be something the city could be branded with towards other stakeholders. This is also supported by Zenker and Seigis (2012) who argue that "*the feeling of being respected is the main mediator*" (Zenker & Seigis, 2012: 20) in the condition of being asked.

5.2.2 – Examine the needs and ideas of citizens

The first step in using the citizens to brand Fredericia is the examination of the citizens' needs and ideas (see figure 7, p. 54), which is an important part of building a successful branding strategy for a city (Kemp et al., 2012) because the citizens have to live with the results of the branding effort. In the S-D logic, operant resources, which consist of knowledge and skills, are the fundamental source of competitive advantage (see FP4 in Vargo & Lusch, 2008). Hence, being customer-centered means "*collaborating with and learning from customers and being adaptive to their individual and dynamic needs*" (Vargo & Lusch, 2004: 6), which can give the municipality a competitive advantage in branding the city.

One way of doing so is via focus groups. In the focus groups conducted, the participants were asked which strengths and weaknesses they believe Fredericia have. Some of the most common answers are gathered in table 5 in order to ascertain how the participants believe the city should be branded in the future.

Strengths	Weaknesses
Central location in Denmark	Cleaning of city and nature
Nature, water, beach	Need more educational institutions
Fortress (history)	No life and energy in the city
Many different activities/associations	Bad external image

Table 5: Strengths and weaknesses of Fredericia according to the participants (appx. 16, 17 and 18)

Another way to examine the needs and ideas of citizens is to ask them about the first things that come to mind, when Fredericia is mentioned. This is called top-of-mind associations and will elicit what the citizens associate with the city. All of the 22 participants (three focus groups and two interviews) were asked to write down the first three words that came to mind, which made of a total of 66 words that can be seen in appendix 11. The top-of-mind associations that were mentioned most frequently by the participants can be seen in table 6.

Top-of-mind associations	Mentioned
Fortress	9 times
Water	9 times
Industry/companies	9 times
Nature	7 times
Location	6 times
History	5 times

Table 6: Most common top-of-mind associations by the participants (appx. 11)

The most common top-of-mind associations as well as the strengths and weaknesses mentioned by the participants can be used to elicit the values the citizens associate Fredericia with and thereby use the citizens' competences to find out how the city should be branded.

Besides asking the citizens about the city in general, the municipality should also focus on how the citizens want to communicate with them in order to achieve optimum dialogue. Several of the parti-

pants mentioned that in order for them to become involved in branding the city, the most important thing is to hear about the results (appx. 16, 17 and 18). In the focus groups they stated that this can be done via local newspapers such as 'Elbobladel', 'Ugeavisen' or 'Fredericia Dagblad' (appx. 16 and 17). One channel they can all agree on is email newsletters with information about activities in the city. Focus group A and C both mentioned the idea of creating an app for the citizens where they can see activities, sign up, and get notifications when an activity is relevant for them (appx. 16 and 18). An app did not come up as an idea during focus group B which can have something to do with the average age in that group being 59.33 years old (appx. 3).

The younger participants in the focus groups (aged 17-25) stated that they do not read local newspapers. The information therefore needs to be available through other media for them. A 17-year old girl mentioned:

C7: *"I also think they should visit the schools, including public schools [...] they may as well talk at the schools during breaks, so it would be heard by everyone. Otherwise we would not hear about it. We simply have no idea of what is happening"* (appx. 18, 50:30).

Additionally, the younger participants all mentioned creating a Facebook page for Fredericia municipality as an option to reach the younger population (appx. 17 and 18).

All three focus groups mentioned using the bus stops in the city for advertising about Fredericia. In addition to this, one of the participants mentioned that other people than the citizens often think of Fredericia as a city where they change trains, *"so in one way, it may be a mistake that we are not using the railway station to talk about Fredericia"* (appx. 17, 20:35, B6). She mentioned that you can advertise at the railway station in order to reach the people who wait for their next train (appx. 17). Another idea for the railway station and other places in Fredericia is to make a video, map or list that show how many activities that are within a radius of 20 kilometers. Hereby, people will perhaps be more willing to become a citizen in Fredericia, if they see that there are a lot of activities both in Fredericia and nearby (appx. 17).

In conclusion, the municipality needs to ask the citizens about their views and ideas about Fredericia because it can use the competences of its citizens to brand the city. The citizens have numerous different ideas in terms of how the city can be branded, and how they would like to hear about activities in their city.

5.2.3 - Co-creation and empowerment

After starting a dialogue with the citizens and examining their needs and ideas, the next step in using the citizens to brand the city is encouraging them to co-create the brand and make them feel empowered (see figure 7, p. 54).

Participatory branding consists of two concepts: brand co-creation and the need for greater involvement of stakeholders in branding (Braun et al., 2013). Brands are not formed through traditional communication but are co-created by a multiple of stakeholders (*ibid.*). Thus, there is a need to “*empower the relevant stakeholders and allow them to participate freely in creating the brand*” (Braun et al., 2013: 25). As stated in the theoretical foundations, empowerment is an outcome of brand co-creation. Hence, a citizen cannot feel empowered without being involved. This correlates to the S-D logic where customers co-create the brand by being actively involved with the supplier (Payne et al., 2008). The citizens can therefore only co-create the city brand if they are involved with the municipality.

The citizens of Fredericia can be empowered to brand the city by using a participatory approach where the citizens are given a say when making decisions (Zenker & Seigis, 2012) to make them feel an increased degree of control over their lives (Hardina, 2006). This can be done via different co-creation and empowerment tools such as online forums, workshops, citizens on boards and leadership training which all will be described next.

Online forums can be used for co-creation as the example with the city of London did in 2011; the project was called ‘Co-create London’ (Frewen, 2011). The citizens were asked “what would you do to make London a better place?” (*ibid.*). The citizens put their ideas on a website and voted for the ideas they thought would be the best for London. Additionally, their ideas were introduced in co-creation workshops “*where ordinary people and urban experts worked together to develop prototype schemes and solutions for the city*” (Frewen, 2011). With regards to this case, the participants in the focus groups were asked how likely they are to write their ideas on an online forum. The average answer was 5.86 (appx. 15) which indicate that half of them are interested in co-creating the city brand via an online forum.

If the municipality of Fredericia decides to have an online forum or workshops for citizens, this will relate to the ‘create empowerment’ strategy (Fuchs & Schreier, 2011). Here, the citizens create new ideas, but the final decision stays within the municipality. On the other hand, if the municipality decides to let the citizens submit their ideas as well as vote for the best ones, the strategy will be ‘full empowerment’ (*ibid.*). In this example the citizens might experience ‘full empowerment’, but even

though they are voting for the best ideas, this does not mean that the City Council will go further with these ideas. If this is the case, the actual empowerment strategy will then be 'create empowerment' instead because the final decision is made by the municipality (Fuchs & Schreier, 2011). In order to avoid this, the municipality and the citizens need to discuss their expectations before the votes are given. Thus, the municipality needs to make clear that the citizens can vote for ideas, but in the end it is up to the City Council which activities will materialize because being a municipality means being subject to national laws and regulations.

When allowing its citizens to create and decide, the municipality can "*[...] gain a competitive advantage over 'traditional' firms [i.e. cities in this case] that do not empower their customers*" (Fuchs & Schreier, 2011: 17). This advantage happens because customer empowerment can change how the municipality is perceived by its citizens and other stakeholders who might observe that the municipality is welcoming participation and empowerment (*ibid.*).

In trying to stimulate citizen participation and empowerment, the municipality ought to "*recruit volunteers, board members, and constituency group members who can bring new skills, resources, and political clout to the organization*" (Hardina, 2006: 13). This matter was an object in the focus groups. Several of the participants highlighted the point that involving citizens in decision making and idea generation requires representatives from all age groups. One of the participants mentioned:

A3: "*I think that some of those people who sit in committees and decides what needs to be done must be from all age groups [...] either they are too old or too young [...] There has to be something for everyone. There are many opinions and different points of view to be heard*" (appx. 16, 58:51).

Upon being asked to elaborate this answer she answered that there are always some groups that never get their wishes fulfilled (appx. 16). In order to meet these wishes, the municipality can consider the inclusion of local citizens from different demographics on boards in order to make the different groups of citizens feel represented and part of the decision-making process. Unfortunately, the above citation indicates that the participants do not currently feel that everyone is being heard and considered. So including different citizens on boards could be an option for the municipality to make the participants feel more empowered and included in the co-creation process.

Zimmermann and Rapport (1988) have linked empowerment to citizen participation. They argue that the inclusion of citizens in decision-making has therapeutic effects and helps participants develop leadership skills (Hardina, 2006). Nevertheless, if this does not happen, another tool to empower citi-

zens is leadership training (ibid.). In focus group A, four out of the seven participants said they had received training and education when they started being a volunteer, which show that the volunteer participants can feel empowered in their activity because training can be a tool for empowerment.

In conclusion, the municipality must think of dialogue in terms of co-creation and empowerment if it wants its citizens to brand Fredericia. Thus, the municipality needs to encourage citizens to become involved in brand co-creation voluntarily, and thereby create "*brand value from the bottom up rather than from the top down*" (Merz et al., 2009: 341). Even if the above mentioned tools for empowerment is implemented, the citizens still need to feel that there is dialogue, otherwise they will not feel empowered or want to be involved. One of the participants summed this up by saying if "*you know that things are decided in advance, then how much does it help to show up?*" (appx. 17, 1:07:46, B1).

5.2.4 - Brand ambassadors

After encouraging for co-creation and empowerment, the next step in using the citizens to brand Fredericia is to create brand ambassadors (see figure 7, p. 54).

A long-term benefit of citizen involvement is the possibility of creating future brand ambassadors (Braun et al., 2013) which involved and empowered citizens are more likely to become because these spread positive word-of-mouth (WOM) about the brand (Kemp et al., 2011).

In order for the citizens to help brand Fredericia, the marketing and communication of the municipality must contribute to the citizens being proud of their city and thereby act as ambassadors for Fredericia. One thing is what Fredericia municipality writes on its website, but what do the citizens think about the city, and how do they talk about Fredericia to their friends and family? These issues are raised in the S-D logic in FP10 where the value of the brand is determined by the beneficiary (Vargo & Lusch, 2008). In terms of city branding, it means that the citizens decide whether or not the value is beneficial and if they are willing to speak positively about the city.

To explore if the citizens can currently be used as brand ambassadors for Fredericia, the participants were asked, on a scale from one to 10, how much they would recommend family and friends to live in Fredericia. 70 percent said eight or higher and the average answer for all focus groups was 8.0 (appx. 15). This illustrates that the participants in the focus groups are willing to talk positively about Fredericia and act as brand ambassadors. Additionally, they were asked to provide an answer on a scale from one to 10 if they would advertise for Fredericia with their name and picture included on advertising material. Here, the average answer was 5.45 (appx. 15). These numbers show that the participants would recommend Fredericia via positive WOM, but it was only half of them who would put their

name and picture on advertising material and thereby be a visual brand ambassador for Fredericia. One example of a city that used the citizens as brand ambassadors is Berlin. The brand ambassadors expressed their views on the city by telling personal stories that linked them to the city. Some of the personal stories were then used in the city's promotional campaign (Braun et al., 2013). Based on the findings above, this could be a possible option for Fredericia.

The interesting finding about the above numbers is that the majority of the participants who stated three or less in the question of how likely they were to being named and depicted on advertising material, answered eight or higher out of 10 to the willingness to recommend Fredericia to others (appx. 15). This shows that some participants might not want to be on advertising material, but are still willing to recommend Fredericia to others.

When the participants were asked how they could be used to help brand Fredericia, several of them answered WOM. One stated, "*we all need to tell about the good things in the city. Forget the negative glasses and get the positive ones on instead*" (appx. 16, 1:26:03, A2). Another one said "*I generally think the citizens are talking positively about the city. I have asked around before I came here and I only heard positive opinions*" (appx. 17, 1:25:01, B5). Thus, they all agree that it is via positive WOM that the citizens can contribute with branding the city.

In terms of being brand ambassadors one participant said that Fredericia need more 'Tordenskjold soldiers' (appx. 16, 1:27:16, A2) and thus she meant that the city is missing a group of people who can take the lead in volunteer activities for the city. Another participant added that it will be easier for her if she knows what is happening in the city in terms of activities because then she can say, "*hey, why don't you come to town?*" (appx. 16, 1:26:20, A6), and thereby attract other people to Fredericia. Thus, an option can be to make the app, which was suggested by some of the participants, in order for the citizens to know what is going on in the city. This app could be a tool that can help citizens to personally invite their friends and family to come to Fredericia for activities, because a personal invitation from a citizen is an effective tool in branding a city (Kemp et al. 2011).

5.2.5 – Comparing the participants

Three different focus groups were conducted in order to compare the different levels of citizen involvement in Fredericia. Focus group A consisted of volunteers in Fredericia, focus group B consisted of users of activities, and focus group C consisted of citizens that are neither involved or using activities in Fredericia. The only way to compare these groups is via their answers to the questions in the survey because these are quantitative data with close-ended answers (appx. 7, 8 and 9). Due to the low

number of participants (20 in total), this section of the analysis will analyze the answers within the focus groups to elicit possible tendencies. Hence, the answers will not be generalizable to all citizens in Fredericia.

Some of the questions in the survey required answers on a scale from one to 10 where one was very unlikely and 10 were very likely (appx. 15). Table 7 shows an overview of focus groups' average answers to the questions, which serves to compare the answers from all three focus groups.

No.	Question	Focus	Focus	Focus
		group A	group B	group C
1	On a scale from 1 to 10 (10 being the highest): How likely are you to recommend others to live in Fredericia?	8.71	7.83	7.42
2	If Fredericia municipality asked you if you would advertise for the city – how likely would you say yes to this? It would require that your picture/name came on advertising material about Fredericia (1 is very unlikely and 10 is very likely)	5.28	5.33	5.71
3	How likely is it that you would write your ideas for Fredericia on an online forum on the internet? (1 is very unlikely and 10 is very likely)	5.42	6.5	5.71
4	How likely is it that you would participate in focus groups (like this) where the municipality convokes 5-6 people for discussing future plans/ideas for Fredericia? (1 is very unlikely and 10 is very likely)	6.57	6.0	5.85

Table 7: The participants' average answers to the survey (appx. 15)

In question one about recommending Fredericia to others, focus group A (the volunteers) have a higher average answer than the other focus groups (see table 7) which indicate that the volunteers are more likely to become brand ambassadors than the other participants due to their higher recommendation. The average recommendation is high for all three focus groups though, which indicate that the participants are very satisfied with living in Fredericia and are therefore more willing to recommend Fredericia to others.

In question two about how likely they are to advertise for Fredericia the average answer is roughly the same for all focus groups (see table 7). All the numbers in question two show that about half of the participants in each group would be willing to put their name and picture on advertising material for Fredericia.

In question three, focus group A and C have roughly the same average answers. Whereas the participants who are using activities in the city (focus group B) are more likely to write their ideas on an online forum than the other participants. In question four about participating in focus groups hosted

by the municipality, the volunteers (focus group A) are more likely to do so than focus groups B and C, but only by a small margin.

In conclusion, the participants in the focus groups had similar answers in the survey. The first finding that stands out is that the participants in focus group A are more likely to recommend Fredericia than the other participants and thereby become brand ambassadors. A second finding that stands out is the difference between the three focus groups in terms of using an online forum or focus groups to present their ideas about Fredericia. Focus group A will rather participate in focus groups (the average answer is 6.57, see table 7) than write their ideas on the internet (5.42), thus indicating a preference to talk face-to-face. Focus group B, however, have a small preference for writing their ideas online (6.5) than participate in focus groups (6.0). Focus group C shows no preference for online forum (5.71) or focus groups (5.85). These findings will be discussed in chapter 6.

5.3 – Sum up

The first section analyzed how the participants and the municipality perceive the opportunity for involvement and empowerment in Fredericia. It was found that the participants and the municipality agree that citizens are consulted about their ideas (rung 4), but they lack power to ensure that their ideas are taken seriously (Arnstein, 1969). This belief is based on the fact that the citizens can present ideas; however, as the power to decide stays within the City Council, the level of citizen participation weakens. The participants' perception of their current level of empowerment (Fuchs & Schreier, 2011) is the same as the municipality intends it to be. A small gap was found in the encouragement of citizen participation (Reid, 2000). The municipality believes it has reached out via the website and in the media about the workshop for the new vision, but none of the participants had seen any of these things, so they do not believe that the municipality has used the right communication channels towards the citizens. This shows that the misalignment between the participants and the municipality actually limits the involvement and empowerment of Fredericia's citizens.

The second section analyzed how the citizens of Fredericia can be used to brand the city. Here it was found that dialogue is the most important factor when trying to involve citizens because 75 percent of the participants (appx. 15) mentioned that if a dialogue was initiated, this would make them more likely to start getting involved in activities in the city. This involvement could happen via citizen meetings, focus groups and online forums. Finally, one idea from the participants was to brand the city on how it is created in collaboration with the citizens and hereby use the slogan 'the city for everyone'.

The citizens' needs and ideas needed to be analyzed in order to use their competences to brand the city. This could be done via the same channels that were used for the dialogue in order to find out strengths, weaknesses and TOM associations as this would help identify which measures should be implemented to brand the city. Furthermore, it was found to be of great importance for the participants to receive information about what their ideas would be used for, which could happen via communication channels mentioned by them such as newspapers, an app, Facebook, bus stops and at the railway station (appx. 16, 17 and 18).

This was followed by an analysis of how the citizens can be encouraged to co-create the brand and make them feel empowered. The tools mentioned were online forums, workshops, citizens on boards and leadership training where the citizens will feel an increased control of what is happening in the city because they are involved in decision-making and idea generation. An important factor for the participants was that the citizens on boards should be different age groups so everyone would have a say in the discussions.

Involved and empowered citizens are more likely to become brand ambassadors for the city (Braun et al., 2013). 70 percent of the participants said eight or higher out of 10 on how likely they were to recommend Fredericia to friends and family (appx. 15), which shows that they are welcoming the option of becoming brand ambassadors. Additionally, the participants said that they could be used to brand the city via positive WOM and an app that can show them which activities are happening in the city in order for them to personally invite friends and family to join the events.

When comparing the different participants in the focus groups, it was found that the volunteer participants were more likely to recommend Fredericia to others than the participants in the other focus groups (see table 7, p. 63). Additionally, the volunteer participants (focus group A) will rather participate in focus groups than write their ideas on the internet, thus indicating a preference to talk face-to-face. The participants who are users of activities (focus group B) have a small preference for writing their ideas online than participating in focus groups, whereas the participants in focus group C shows no preferences for online forums or focus groups. These results will be discussed in the next chapter.

The conclusion of the analysis is that the participants perceive the opportunity for involvement and empowerment in relation to branding the city to be acceptable, but they are missing information about how their ideas are being used. When using the citizens to brand Fredericia dialogue is the most important thing followed by the examination of citizens' needs and ideas, encouragement of co-creation and empowerment and the opportunity to become brand ambassadors for the city.

Chapter 6.0 – Discussion

In this chapter, the findings of the analysis are discussed. First, passive citizens is discussed because if the municipality wants to involve the citizens; it needs to be aware that not all citizens are interested in participating. Second, appropriate communication channels with the citizens are discussed. Lastly, the results of the analysis will be related to other results within the field of city branding and citizens.

The analysis shows that most of the participants prefer sharing ideas with the municipality in focus groups or via online forums. However, not all participants are interested in being involved in the underlying process, which the municipality ought to consider because citizens have the right to be passive. Citizens are different individuals and thus do not constitute a coherent group, *"but include a multiplicity of groups of people that are bound to have varying and conflicting preferences, desires, or attitudes"* (Braun et al., 2013: 25). If passive citizens are contacted multiple times by the municipality for the same reason, they might become dissatisfied which can harm the brand through negative WOM (Insch & Florek, 2008). Even though the objective of city branding is to promote satisfied citizens with positive perceptions of the city, the municipality ought to respect the citizens who do not wish to be involved.

The analysis shows that the participants do not believe that the municipality is using the appropriate communication channels to inform and involve the citizens .The participants mentioned several communication channels that the municipality can apply in order to involve them in activities in the city, and they all agree that a single communication channel is insufficient (appx. 16, 17 and 18). Instead, the participants suggest using different channels such as local newspapers, creation of a Facebook page, development of an app, and use of bus stops and the railway station for advertising. However, because Fredericia is a municipality, these initiatives might not be simultaneously implemented because the municipality has a limited marketing and communication budget (in contrast to privately-owned firms who have more freedom to plan their capital allocation due to minimal or no government restrictions).

The first finding that stands out when comparing the participants' answers to the survey is the answers of the participants in focus group A who are more likely to recommend Fredericia than the other participants. This indicates that if a citizen is a volunteer, the citizen is more likely to be satisfied with the city, and therefore rates it higher than other citizen groups. The second finding that stands out is the likelihood of the participants to present their ideas for Fredericia on an online forum compared to doing it in focus groups. Here, the answer varies between the different groups. Focus group A (the volunteers) are more likely to participate in focus groups than to write their ideas on the internet (appx.

15), which indicate that they have better experience talking to people face-to-face than communicating in writing on a website. This can be due to the distance in time and place between the citizens and municipality on the internet. They might feel that their ideas are more easily rejected online because they are not able to defend and argue their case. In focus groups, they have more “control” over the situation because details can be discussed right away. Focus group B (the users of activities) is more likely to write their ideas on the internet than to participate in focus groups (appx. 15). This can be due to the relatively passive nature of communication compared to focus groups because the citizens can sit at home instead of being physically present in a focus group. Another reason could be a lack of ideas, or that they are not sufficiently passionate about their ideas to actually present them. Additionally, they might not trust the municipality’s judgment. Therefore, some participants may prefer to be ‘passive’ in their communication with the municipality because it might be more convenient in their everyday life. Focus group C (the non-users of activities) did not show any preference of focus groups or use of an online forum (appx. 15). This can be because they have not participated in focus groups before nor written their ideas online. This might make them question which one of the options they prefer. Additionally, they simply might not be interested in being involved. Even though these findings are based on a limited number of participants, and therefore cannot be generalized to all citizens in Fredericia, the municipality ought to take these preferences into consideration when selecting the channels of communication with the citizens.

The results of the analysis can also be seen in the light of other results within the field of city branding and citizens. Zakarevicius and Lionikaite (2013) investigate “*what aspects are the most important in the process of internal place branding and subsequently as primary guidelines to embody the idea practically*” (Zakarevicius & Lionikaite, 2013: 144). Their research reveals that the influence and experience of elements of a place are transmitted mostly through WOM, participation, personal relations, events and media (*ibid.*). The participants in the focus groups also mentioned WOM, personal invitations, an app, Facebook and local newspapers as channels where they want to hear about activities, which relate to the findings of Zakarevicius & Lionikaite (2013).

Insch and Florek (2008) have developed a model of city resident place satisfaction and state that “*the ultimate goal of places is not financial success but the welfare and satisfaction of their residents*” (Insch & Florek, 2008: 146). Their article differs from the results of my analysis because I have not analyzed in detail how satisfied the participants are with living in Fredericia. Instead, I have asked the participants how likely they are to recommend Fredericia to others, which can indicate their level of satisfaction with the city because a recommendation is usually based on a satisfactory experience (Oxford Dictionaries, n.d., b).

Chapter 7.0 - Managerial implications

When trying to implement co-creation with citizens in city branding, some managerial implications can occur, which is what this chapter concerns.

Co-creation can be used to get a closer relationship with citizens, gain insights about citizens, and obtain new ideas to help improve what the city is currently lacking. The municipality needs to be aware that the citizens' "*ability to co-create is developed, reinforced or altered because of their ongoing sequence of experiences*" (Payne et al., 2009: 382). This means that one tool for co-creation is only applicable to a certain group of citizens within a limited time span. This is due to their increasing level of experience which in turn requires another tool more suitable to their current level of experience. Thus, one tool might be suitable to non-experienced citizens, while another tool might be more appropriate for experienced citizens.

The theoretical foundation states that a truly participatory approach should give the decisive power to the citizens (Zenker & Seigis, 2012). When inviting citizens to co-create and get involved in the city, the control needs to be balanced. The municipality should therefore not have too much control but it should also avoid giving up too much control. The latter is due to laws and regulations by which a municipality is bound; these state that the City Council is responsible for the use of the municipality's budget. To overcome this issue in budget planning, the ultimate goal of cities should not be "*financial success but the welfare and satisfaction of their residents*" (Insch & Florek, 2008: 146). Thus, when the municipality decides what the budget is used for, the satisfaction of citizens ought to be taken into account.

When looking at the results of the analysis, you must be aware that even if the municipality uses the tools described to involve and empower citizens, there will always be different factors that influence citizen participation. Time and resources are important factors because they influence the probability for citizens to get involved. To avoid this, the municipality can offer to meet the citizens in their spare time, even if this means meeting after traditional work hours for the municipality's employees. Likewise, the municipality can provide food, transportation, childcare, or other resources to reduce the barriers to participation. Responsiveness is another factor mentioned by the participants which can influence their participation. This is important to them because they lack information about how their ideas are used (appx. 16, 17 and 18). Thus, the municipality ought to respond to stakeholders and follow up on commitments regularly, which it for example did not do in the case of the bike paths (appx. 17).

As mentioned in the discussion, the citizens in Fredericia do not constitute a coherent group, “*but include a multiplicity of groups of people that are bound to have varying and conflicting preferences, desires, or, attitudes*” (Braun et al., 2013: 25). This was also evident in some of the statements from the participants. They stated that some groups rarely get their wishes fulfilled (appx. 16). This is a complication of co-creation because the municipality can try to involve different groups of people in, for example, focus groups or citizen meetings, but it is difficult to get representatives from all groups in every discussion due to limited time and resources.

The municipality should be aware that despite the effort of using different tools and communication channels to brand the city with the intent of attracting new citizens, there are factors beyond their control that can affect the citizens’ decision to move. The actual decision of moving to a new city is also highly influenced by external factors “*such as availability of a new job or the closeness to family and friends (Powdthavee, 2008), which are unrelated to the level of satisfaction with the place of living*” (Zenker & Martin, 2011: 37). This basically means that city branding only has a certain impact on the decision to move, whereas other external factors, such as work and family, cannot be controlled through the branding efforts.

An opportunity for Fredericia to involve citizens in city branding is to consider the possibility that some of the negative factors of the city “*may be turned into an attraction for that very reason and put the place on the map*” (Gertner & Kotler, 2004: 52). The case of the shipyard is one example of such. According to the citizens in Fredericia it was closed in a bad way (TVSyd, 2008). The area where the shipyard was located can therefore have negative association for the citizens. For this to be turned into an attraction the municipality needs to tell the citizens about the new area at the harbor, e.g. that it is called FredericiaC and is going to be a “*living part of the city with direct access to Lillebælt*” (FredericiaC, n.d.). While this case damaged the relationship and trust between the municipality and the citizens in Fredericia, I would still argue that the municipality has a possibility to improve this relationship by involving the citizens in the development of the area. This can help restore some of the trust that was lost during this period, and thereby strengthen citizen participation. Collaboration between citizens and the municipality to jointly develop the harbor area can work as a symbol of co-creation and support the slogan ‘the city for everyone.’

Despite the managerial implications of my results, I still believe that the municipality needs to take action because the fact is that more people are moving away from the city than there are people moving to city. For example, the two young participants (aged 17 and 18) said that they would not stay in Fredericia after they graduate (appx. 17 and 18). Based on the above, Fredericia needs to attract new

citizens and retain the current ones. Citizen participation can be a suitable option because the citizens know what is going on in the city and what it is missing (appx. 17).

Chapter 8.0 - Reflections

The first section of my reflections concerns the theoretical foundations of this thesis. Subsequently, the data collection is reflected upon, and the third and last section will include some general reflections about aspects that were not covered in the analysis.

8.1 - Theoretical reflections

The theoretical foundation of this thesis has some limitations. Arnstein's (1969) ladder of citizen participation is criticized by Tritter and McCallum (2006). *"Arnstein's ladder takes no account of the comprehensiveness or depth of participation"* (Tritter & McCallum, 2006: 163), and it fails to capture the evolutionary and dynamic nature of user involvement. Additionally, they state that it does not acknowledge that some users may not want to be involved (*ibid.*) as discussed earlier. In the real world there might be "*150 rungs with less sharp and 'pure' distinctions among them*" (Arnstein, 1969: 217). This means that even though the ladder is split into eight rungs, it can be difficult to place citizen participation at only one rung due to citizen involvement being different depending on the citizen and the activity. Additionally, it can be difficult to place different citizen participation tools precisely into one rung. Despite this criticism, Arnstein's ladder was still used in the analysis because the objective was to investigate how the citizens perceive the opportunity for involvement in Fredericia, not the depth of their participation.

Fuchs and Schreier's (2011) customer empowerment strategies were accommodated to fit the context of city branding and citizens (figure 6, p. 30). In terms of their model, it can be difficult to place an activity in a single empowerment strategy. An example of this is the volunteer centre where the municipality decides the amount of money that the centre receives, but the volunteer centre decides how the budget is spent. The example shows that it can be difficult to answer the two questions related to whether it is the citizens or the municipality who creates new ideas for activities or decides which activities will materialize. In terms of empowerment, it has to be stated that even if the municipality encourages it by using one of the mentioned empowerment strategies (Fuchs & Schreier, 2011), empowerment means more than participation (Somerville, 1998); citizens can participate in activities in the city individually or collectively without experiencing increased control over their lives. The reason is that even through citizens participate; they might not feel an increased control of their lives. One example could be the participant who wrote on the internet where there were dangerous places for

bikes in Fredericia (appx. 17), and did not hear anything from the municipality afterwards. Here she participated by writing on the website, but did not feel empowered because the places she highlighted on the map were not improved and she did not receive any feedback on her ideas. Hence, she participated, but did not feel an increased control of her life afterwards due to the missing information and improvement of the bike paths.

The four tools to encourage citizen participation are to welcome them, create roles, reach out, and offer volunteer opportunities (Reid, 2000). These tools have some limitations though. The first tool about ‘welcoming’ citizen participation can be problematic. Even though the municipality is trying to welcome citizens by inviting them to participate, if information is missing, citizens might believe that their participation is not important to the municipality. With regards to the ‘creating roles’ and ‘offer volunteer opportunities’ tools (Reid, 2000), there can be complications by assigning roles to citizens whom the municipality does not know. Therefore, if citizens are assigned roles in activities by the municipality without having matched expectations, complications and conflicts can occur. When ‘reaching out’ to the citizens a belief that “*community development is someone else’s job [and therefore] citizens may be reluctant to step forward*” (Reid, 2000: 10) is plausible.

8.2 – Data collection

The results are primarily based on qualitative data from the focus groups, which have some limitations compared to quantitative data. The data from the focus groups and interviews can be resource-intensive to analyze due to the large amount of data that has to be transcribed. This is a time consuming task especially in focus groups because of the “*variations in voice pitch and the need to take account of who says what*” (Bryman & Bell, 2011: 516). There is also the problem with group effects in focus groups because some participants might talk more than others and the participants might come to share a certain point of view without thinking critically about it and speak their own mind (*ibid.*). The way the questions are asked in the interviews can be limiting factor because they can be misunderstood, and thereby influence the answer (*ibid.*). An example of this can be found in the interview with the press manager where I explained that I had an interview with someone from the volunteer centre, but afterwards in the transcription I noticed that she heard it as the ‘addiction centre’ in Fredericia (appx. 22). Fortunately, this did not influence her answer.

Overall, a limitation in qualitative data is its inability to be statistically compared and generalized beyond the group itself. The reason is that it yields subjective opinions of the participants and therefore cannot be generalized to all citizens. The participants have different assumptions and attitudes which

are products of their experience, history, and cultural background (Rasborg, 2009) which makes their answers unique.

I could have conducted more interviews and focus groups in order to get more opinions about the subject. However, qualitative data collection should not be performed as many times as possible as there comes a point where the interviewer *"is able to anticipate fairly accurately what the next group is going to say"* (Bryman & Bell, 2011: 507). This was also the case in my focus groups were some of the same strengths, weaknesses and ideas came up during the last group. Overall my qualitative data cannot be generalized to all citizens in Fredericia; it can only be generalized within the groups I have conducted. My results are therefore an indication of the involvement and empowerment of the participants and the municipality.

I am aware that the analysis about how the municipality perceives the opportunity for involvement and empowerment of citizens is only based on one interview. However, due to my limited time and resources, I was unable to conduct more interviews to examine the municipality's point of view. In terms of the focus groups, I could have made more groups, but the three was chosen because I believe that this was a proper number due to my limited time with the transcription of the focus groups. Additionally, I could also have talked to more people from the volunteer centre in Fredericia in order to support the point about how empowered the centre is. Despite the above I still believe that the data provide valuable information about citizens from different target groups in Fredericia.

When investigating whether or not a gap exists between the citizens' and the municipality's view on involvement and empowerment, I could have taken another approach than interviewing the press manager after the three focus groups. In retrospect, this interview ought to be conducted before the focus groups to gain preliminary insight in the municipality's current projects involving citizens. The press manager talked specifically about participants in the project at 'Korskærparken'. Had I known about this 'full empowerment' (Fuchs & Schreier, 2011) project prior to my recruitment of participants for the focus groups, I could have included some participants from Korskærparken in focus group A. Thus, I could have compared how these participants perceive the opportunity for involvement and empowerment to the description given by the municipality. This would have made my data more credible. I am therefore aware that it can be problematic to compare empowerment strategies across different examples.

Henry Ford once said *"If I had asked people what they wanted, they would have said faster horses"* (Andersen, 2013). The participants were asked about their needs and ideas for Fredericia, but the above quote illustrates the participants' inability to always know what really satisfy their needs. So if I want-

ed to examine their needs from a more objective angle, I could also have conducted observations. Observations of actual behavior can unveil tacit knowledge and needs which they might not be consciously aware of themselves, or regard as problematic because they have gotten used to the process. As an example I could observe them while they are at citizen meetings in order to explore if there exist dialogue or empowerment at these meetings.

Overall, it is not possible to make generalizations of my findings because they are based on qualitative data which is founded on the understanding and using of the participants' own words. The data can become more trustworthy if I repeat the focus groups with the same participants again to find out if their perceptions of involvement and empowerment have changed after some of the tools might have been introduced by the municipality (Ljunggren et al., 2010). Hence, follow-up focus groups can be an option in order to follow the longitudinal development in involvement and empowerment.

8.3 – General reflections

This section will describe some of the aspects that were not covered in the analysis, i.e. aspects that could have been investigated.

The focus of the thesis is on the citizens and their point of view. In retrospect, however, I could have included the municipality in more ways besides an interview. After the analysis, I could have showed the results to the municipality in order to see if the tools were realistic for them to use in relation to the citizens in the future. The municipality could then have stated which tools they were able to use, which in turn could have made my results more realistic.

Additionally, I could have included the employees of the municipality in the research. These people may be both employees at the City Hall and citizens of Fredericia, which means that some of them could have been a part of the analysis. They could have contributed with their knowledge about the establishment of activities within the municipality. I choose not to include them because they can have mixed interests when asked which weaknesses Fredericia have due to their profession. This would have been necessary in order to speak of brand ambassadors and employer branding, but seeing as the thesis' focus is on citizens this has been disregarded.

I could also have examined the motives behind the citizens' desire to engage in city branding. This can be interesting for the municipality in order for it to make sure that it involves citizens, who really want to, in specific activities. Some citizens may do it because of a desire to change something in their children's school. Others might do it because they want to be part of the community, contribute to or en-

hance the sustainability of the city for future generations. One thing they all have in common is the desire to be involved in making decisions that affect their lives.

The participants in the focus groups mentioned the idea of collaborating with the tourist office or the volunteer centre to promote the activities in the city. The aim of the collaboration is letting tourists and current citizens know about the activities taking place in the city. Tourists are also an important stakeholder in city branding because they help support other stakeholders, such as businesses, in Fredericia by making purchases. Further research can explore if these partnerships already exist and to what extent, as well as explore their viability and effect.

Finally, I could have looked at how the letter with the citizen panel could be optimized in order to fit what the participants said in the focus groups. This could for example be to include specific information about what the citizens' answers will be used for and where the citizens can see if their ideas are being evaluated.

Chapter 9.0 – Conclusion

This chapter provides concluding remarks on the research. The aim of the study, as well as the findings of the research, is described. Additionally, suggestions for future research are presented.

The aim of this thesis was to investigate how the citizens of Fredericia perceive the opportunity for involvement and empowerment with regard to branding the city, and to determine how the citizens can be used to brand Fredericia in the future.

The analysis finds that the participants and the municipality agree that citizens are consulted about their ideas, but they lack the power to ensure that the municipality acknowledges these ideas. The participants' perception of their current level of empowerment is the same as the municipality intends it to be; the participants believe they can present new ideas for activities, but the municipality decides if these activities are to be implemented. A small gap is found between the way the municipality currently reaches out to citizens, and how the participants want to be reached.

In terms of how to use the citizens to brand Fredericia, the citizens need to be in dialogue with the municipality. This dialogue can happen via focus groups, citizen meetings or via an online forum. The research shows that the participants are more likely to participate in focus groups than write their ideas on an online forum. Additionally, the participants agree that the municipality ought to use different communication channels, such as newspapers, an app, Facebook, and advertisements at bus stops and the railway station, in order to inform and involve the citizens in the branding of the city.

The participants believe that if the city is branded on the fact that it collaborates with the citizens, and thus lives up to the slogan 'the city for everyone', citizens "*would smile a little more, and people would care a bit more, because it's something they have helped create*" (appx. 18, 49:50, C3). In order for the municipality to get the citizens to help brand the city, the municipality must encourage them to co-create the brand and make them feel empowered. This co-creation can happen via online forums, focus groups, workshops, or by having citizens on boards where the citizens can present their ideas and vote for others. By allowing the citizens to affect the decisions, it is possible to make them feel empowered which can make the citizens brand ambassadors for the city.

When trying to involve citizens in branding a city, municipalities need to be aware of the fact that involvement is not for everyone and that citizens have the right to be passive. Citizens do not constitute a coherent group, but consist of people with different preferences, desires, and attitudes. Therefore, the tools mentioned earlier (i.e. focus groups, online forums, workshops or citizen meetings) may be

the right ones for some citizens, while others may not want to participate in city branding in the same way. Additionally, there are different factors such as time and resources that influence citizen participation.

The municipality must have in mind that "*satisfied citizens may become the most valuable ambassadors of their place, but dissatisfied citizens will almost certainly become ambassadors against their place*" (Braun et al., 2013: 23). So if a city respect the diversity of citizens and engage them in open discussion from the start, this can help to ensure that the debates are creative and productive (Houghton & Stevens, 2010) and in the long term create satisfied citizens and brand ambassadors for the city.

In conclusion, the participants perceive the opportunity for involvement and empowerment in Fredericia as acceptable because they can put forward ideas. However, information about how their ideas are being used is lacking. The citizens can be utilized to brand Fredericia if the municipality will follow these guidelines:

- Establish a dialogue with the citizens
- Examine the needs and ideas of citizens
- Encourage for co-creation and empowerment of citizens
- Use of citizens as brand ambassadors

9.1 - Future research

This thesis has a citizen perspective on city branding, which is an important perspective to include when branding a city. However, future research can add value to the findings of this thesis by regarding the matter of city branding from another stakeholder's perspective, and thereby help shedding light on the problems with people moving away. Additionally, investigating how other stakeholders in Fredericia perceive the opportunity for involvement and empowerment in Fredericia could further improve the research.

Even though the citizens are important stakeholders in city branding, other stakeholders' involvement, needs, ideas, and WOM are equally important because a city's image is affected by all of its stakeholders. As previously mentioned, Danish Industry has warned companies not to move to Fredericia (Steensgaard, 2008), which indicates that the municipality of Fredericia ought to include companies in the city branding. Thus, the tools for involvement and empowerment of citizens can also be applicable to other stakeholders. Additionally, it would be interesting to see if the findings from Fredericia are applicable to other cities with similar challenges. A comparative study of other Danish cities would

help to determine if the issues in Fredericia are prevalent in other Danish cities, and if so, how these issues have been addressed in the other cities.

The next step of this thesis would be to do more focus groups and gather more participants for the survey. The research data consisted of 20 citizens, which can be seen as significant because of the time and resources available for one person, but it is limited for generalization to the larger population of Fredericia. Hence, replication of focus groups and survey with a larger sample would be desirable in order to understand the citizens of Fredericia.

With regards to the future of city branding, I believe this is something that will become even more important for cities. People are moving away from the smaller cities, which mean that the municipalities are losing taxpayers and thereby its financial budget. The current population has chosen to stay in the city for a reason. Therefore, the municipality ought to establish a dialogue with the citizens to better understand why they have chosen to live in the city, and how the citizens can help brand the city.

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Appendix 1 – Participants in focus group A

No.	Sex	Age	Occupation	City	Involved in	Years of being volunteer	Born and raised in Fredericia	Years lived in Fredericia	Civil status	Persons in the household	Children	Children living in Fredericia
A1	Male	63	Retired	Snoghøj	Grow Your City	4	No	53	Married	2	3	0
A2	Female	60	Secretary	Erritsø	Gymnastics instructor + aqua fitness instructor	8	Yes	60	Married	2	2	1
A3	Female	50	Hairdresser	Erritsø	Stafet for Livet + christmas for the homeless	10	Yes	48	In a relationship	3	2	2
A4	Male	74	Retired	Fredericia center	Shooting company + christmas for the homeless	30	Yes	74	Married	2	4	2
A5	Female	68	Retired	Vest city	Golf club	10	Yes	58	Married	2	5	3
A6	Female	36	Job seeker	Trelde	Red Barnet in Fredericia	4	No	34	Single	1	0	-
A7	Female	49	Residence social psykiatri	Erritsø	Running club	8	Yes	49	Married	2	2	2
Average age: 57.14												

Appendix 2 – Participants in focus group B

No.	Sex	Age	Occupation	User of	Years being a user	City	Born and raised in Fredericia	Years lived in Fredericia	Civil status	Persons in the household	Children	Children living in Fredericia
B1	Female	56	Retired	Gymnastics, theater etc.	6	Fredericia Center	Yes	56	In a relationship	1	2	1
B2	Female	68	Retired nurse	Choir, gymnastics etc.	Many	Vest city	No	47	Single	1	2	1
B3	Male	65	Retired	Idræt i dagtimerne, Erritsø svømning og naturen	Many	Erritsø	Yes	65	Married	2	2	1
B4	Male	18	Student	Football in EGF	12	Erritsø	Yes	18	In a relationship	3	0	-
B5	Female	74	Retired	Evening school, Grow Your City etc.	5,5	Fredericia Center	No	5,5	Single	1	2	0
B6	Female	75	Retired librarian	Golf, art, library etc.	-	Trelde	No	23	Married	2	0	-
Average age: 59.33												

Appendix 3 – Participants in focus group C

No.	Sex	Age	Occupation	City	Born and raised in Fredericia	Years lived in Fredericia	Civil status	Persons in the household	Children	Children living at home
C1	Female	51	Teacher	Erritsø	Yes	51	Married	2	2	0
C2	Female	61	Retired	Erritsø	No	9	Married	2		0
C3	Female	24	Trainee – dental nurse	Fredericia center	Yes	20	In a relationship	3	1	0
C4	Male	25	Mover	Fredericia center	Yes	25	In a relationship	3	1	0
C5	Male	65	Retired	Erritsø	No	32	Married	2	4	0
C6	Female	53	Medical sekretary	Erritsø	No	35	Married	2	2	0
C7	Female	17	Student	Erritsø	Yes	17	In a relationship	4	0	-
Average age: 42.29										

Appendix 4 – Interview guide for focus group A

No.	Question	Examples	Why?	Research question	Reference
Introduktion					
	<i>Først vil jeg gerne bede jer om at skrive de tre ord, som først falder jer ind, når jeg siger Fredericia</i>		Discover top-of-mind brand awareness with the city	Sub-question	
Paper	Herefter må I gerne åbne det stykke papir, som ligger på jeres plads og udfylde det		To find out who the citizens asked are		
Borgernes involvering i aktiviteter i byen nu					
	<i>Først vil jeg gerne stille jer nogle spørgsmål om de aktiviteter, som I er frivillige i (dem som I har skrevet på papiret). Har I skrevet flere aktiviteter på papiret, så vil jeg gerne, at vi fokuserer på den aktivitet, hvor I er mest involveret.</i>				
1A	Hvilke projekter/aktiviteter er du involveret i?		Discover which activities the citizens are involved in now	RQ	
2A	Hvad er din rolle i projektet/aktiviteten?			RQ	
3A	Hvorfor har du valgt at involvere dig i disse projekter/aktiviteter? Hvad får du ud af det?	Personligt, samhold etc.	Discover the motivations behind why the activity was chosen	RQ	
4A	Hvordan foregår det, når du er med i disse projekter: <ul style="list-style-type: none"> - Hvordan bliver du spurgt ind til dine ideer? - Hvis du kommer med en idé, hvor langt i processen er du med? Fra start til slut? - Føler du, at du har indflydelse på de aktiviteter, som du er involveret i? - Hvis nej: Hvad skal der til, for at du får/føler mere indflydelse? Dem som ikke har ideerne:	Kommunen/bestyrelsen vs. dig – sidder du med ved bordet? Fx 'consultation' (surveys, focus groups) or 'delegated power' (authority within citizens)	Investigate how the citizens are involved and in which degree in order to determine their citizen participation/power. Discover if the citizens are experiencing empowerment in the current activities	RQ	Arnstein, 1969 Hardina, 2006

	<ul style="list-style-type: none"> - Hvornår kommer du med indover de nye ideer? 				
5A	Kunne du tænke dig at få mere indflydelse på din aktivitet? Hvordan?				
6A	<p>Hvor tæt kontakt har du med kommunen om dit projekt/aktivitet?</p> <ul style="list-style-type: none"> - Har du mulighed for at komme med ideer? - Bliver du hørt af kommunen? 		Discover if there exist brand co-creation activities – discover how much power the citizens are experiencing	RQ	Arnstein, 1969
7A	<i>Nu er I jo alle sammen frivillige.</i> Er der noget, som kommunen kan gøre bedre for at hjælpe jeres arbejde?	Fx ikke regne med, at I altid vil hjælpe		RQ	
Fredericia generelt					
<i>Nu vil jeg så gerne, at vi ikke snakker mere om de frivillige aktiviteter, som I er med i, men at vi snakker om Fredericia generelt</i>					
8A	Hvilke styrker/kvaliteter har Fredericia som by? Hvad kan man markedsføre byen med?		In stakeholder involvement it is crucial to know what customers value in a product. Discover which values the citizens put on the city	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
9A	<p>Hvad kendetegner Fredericia?</p> <p>(F.eks. mig selv og KBH: Tivoli, lav skat)</p> <p>Hvad kan man slå på, hvis man gerne vil sælge byen til nye indbyggere /erhvervsliv/ turister?</p>	Fx Volden, 6. Juli fest	To discover which values the citizens put on the city and thereby how the city can be branded	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
10A	Hvad er Fredericia's svagheder/udfordringer? Hvad mangler byen?	Nok tilbud til alle?	Weaknesses	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
11A	Hvad er dine ønsker og ideer for	Fx transport	In stakeholder	Sub-question	Zakarevicius &

	Fredericia (eller dit lokalområde) i fremtiden for at det bliver et endnu bedre sted at bo?		involvement it is crucial to know what the customers value in a product/service		Lionikaite, 2013 Houghton & Stevens, 2010
Fredericia Kommunes kommunikation med jer som indbyggere					
<i>Nu har vi så snakket om Fredericia's styker og svagheder, så i den forbindelse vil jeg gerne høre om..</i>					
12A	<p>Har du på noget tidspunkt været i kontakt med Fredericia Kommune?</p> <p>Hvis ja: Hvordan var denne oplevelse? Følte du, at der blev lyttet til dig?</p> <p>Hvis nej: Ved du hvordan du kunne?</p>	Fx sagsbehandling	Discover if the citizens previous experiences with the municipality have let them with the impressions that the municipality welcome participation and dialogue	RQ	
13A	<p>Føler I, at I er blevet spurgt ind til jeres ideer til, hvad der skal ske med Fredericia?</p> <p>Hvis ja: Hvordan er I blevet spurgt?</p> <p>Hvis nej: Har du nogensinde selv gjort noget for at fortælle kommunen om dine ideer? Hvordan gjorde du det?</p>	Fx læst noget i Dagbladet, borgermøder etc.	Discover if the municipality welcomes citizen participation. Are they developing new solutions with people or for them? Are they provided with the opportunity for participation?	RQ	Reid, 2000
14A	Føler I, at kommunen viser jer som indbyggere respekt/lyttet til jer, når der skal laves nye aktiviteter i byen?	Fx åbenhed, sætter pris på jeres ideer/viden/erfaringer, respekt for forskellige meninger	Results show that the type of participation with a project regards to citizen satisfaction is not important – just the condition of being asked (= respect)	RQ	Zenker & Seigis, 2012
15A	Hvis du fik en ny idé til, hvordan Fredericia kommune kan blive endnu bedre: Ved du så, hvor du skal henvende dig med denne idé?	Fx på hjemmesiden	Discover if the citizens know how to get in contact with the municipality		Reid, 2000

16A	Hvordan vil du gerne have, at kommunen spørger ind til jeres ideer til byen?	Fx møder, online, brevkasse, blanket sendt til adresse	See how the citizens want the municipality to ask them for their ideas	Sub-question	Reid, 2000
17A	Hvis du nu havde en idé til, hvordan Fredericia kan blive en endnu bedre by; Hvordan vil du så gerne fortælle dine ideer til kommunen?	Fx møder, online, brevkasse på rådhuset	See how the citizens prefer to tell their ideas	Sub-question	Reid, 2000
18A	<i>Hvor mange af jer kender til fx Grow Your City inden I kom her? (håndsoprækning).</i> Det er mest fordi jeg gerne vil høre om, hvordan I gerne vil høre om aktiviteterne i kommunen? (fx nye aktiviteter/ideer eller success historier)	Surveys, borgermøder, online forum, magasiner, brevkasser, dagbladet, elbobladet etc.	Discover how the citizens what to see evidence that their views have been considered	Sub-question	Reid, 2000
Kommunen vs. borgerne					
<i>Nu vil jeg så gerne høre lidt mere om, hvad kommunen kan gøre for at engagere dig mere i byens udvikling</i>					
19A	Hvis der kom en invitation fra kommunen til at møde op i fx det gamle føtex, hvor du kunne komme med dine egne forslag til, hvad der skulle ske med bygningen og stemme på andes forslag – ville du så møde op? Hvorfor/hvorfor ikke?	Tovejs kommunikation (dialog, afsteming, komme med egne ideer)	Discover if the citizens are interested in dialogue about Fredericia's future	Sub-question	Reid, 2000
20A	Hvis der kom en invitation fra kommunen til at du kunne komme til et borgermøde og høre om kommunens planer for byen (dvs. kun lytte ikke deltagte aktivt) – ville du så møde op? Hvorfor/hvorfor ikke?	Envejs kommunikation (blot høre om kommunens planer)	Discover if the citizens are interested in monolog about Fredericia's future	Sub-question	Reid, 2000
21A	Hvilke af disse to slags borgermøde, ville du helst møde op til? Altså den hvor du kan komme med ideer og stemme på forslag eller den, hvor du kun kommer for at høre om kommunens planer?		Discover if the citizens are prefer dialogue or monolog	Sub-question	
22A	<i>Nu har jeg kommet med nogle forslag til, hvad kommunen kan gøre for at involvere</i>	Ressource spørgsmål	Discover what the citizens need in order	Sub-question	

	<i>jer som indbyggere mere (fx dialog i det gamle føtex).</i> Hvad kunne ellers få dig til at involvere dig mere i byens udvikling?		for them to get involved in the city		
23A	<i>Fredericia Kommune har i lang tid været i gang med at finde ud af, hvad der skal ske med det grønne område nede på havnen ved Shell.</i> Hvis du blev spurgt om du ville deltage i en frivillig projektgruppe om, hvad der skal ske på havnen og i byen, ville du så deltage?		Discover if the citizens are interested in becoming volunteers in the city planning	Sub-question	Reid, 2000
24A	Giver det mening at spørge indbyggerne om at deltage i frivillige grupper til at forbedre byen? Eller gør det ingen forskel?		Discover if it makes sense to involve the citizens	Sub-question	
25A	Giver det jer som indbyggere værdi at deltage i processerne/beslutningerne om, hvad der skal ske i byen? Eller gør det ingen forskel?		Discover if the citizens will experience value/empowerment if they get involved	Sub-question	
Fredericia i fremtiden					
26A	Hvis man nu forestiller sig, at kommunen laver disse åbne borgermøder (fx ideboks og nyhedsbreve), ville du så være mere tilbøjelig til at snakke mere positivt om Fredericia til din omgangskreds?		Discover if positive WOM/ ambassadors can be created through the activities that the citizens have previously mentioned	Sub-question	
27A	Ville du føle, at du havde en større indflydelse på byen, hvis disse ting blev til noget? Ville det give dig mere værdi/lyst til at involvere dig?		Discover if the mentioned things would improve the citizens involvement	Sub-question	

Questions on the paper:

No.	Question	Examples	Why?	Research question	Reference
-	Føler du, at kommunen sætter pris på den indsats, som du ligger i frivillige aktiviteter?	Ja / nej	Discover if the citizens feel acknowledge by doing active citizen participation	RQ	
-	Har du modtaget uddannelse eller træning i ledelse, da du startede med at være frivillig?	Ja / nej	Discover if the projects/activities provide education on leadership skills (= empowerment activity)	RQ	Hardina, 2006
-	Hvordan foregår det, når du er med i disse projekter/aktiviteter? a. Hvem tager beslutningerne? b. På en skala skala fra 1 til 10 (hvor 10 er meget): Hvor meget indflydelse har du i din aktivitet/projekt? c. Er du med i budget-beslutningerne?	- Bestyrelsen - De frivillige - Både bestyrelsen og de frivillige Ja / nej	Investigate how the citizens are involved and in which degree in order to determine their citizen participation, power and empowerment	RQ	Arnstein, 1969 Hardina, 2006
-	Har din involvering i dette projekt/aktivitet forbedret din livskvalitet?	Ja / nej	Discover if empowerment is present	RQ	Hardina, 2006
-	Hvem bestemmer hvilke nye aktiviteter, der skal startes?	Bestyrelsen De frivillige Ved ikke		RQ	Fuchs & Schreier, 2011
-	Hvem bestemmer hvilke aktiviteter, der bliver til noget?	Bestyrelsen De frivillige Ved ikke		RQ	Fuchs & Schreier, 2011
-	På en skala fra 1-10: hvor meget ville du anbefale andre at bosætte sig i Fredericia?	10 er meget sandsynligt og 1 er meget usandsynligt	Are the citizens interested in branding the city? Brand ambassadors	Sub-question	
-	Hvis Fredericia Kommune spurgte dig, om du ville reklamere for byen – i hvor hvor høj grad ville du sige ja til dette? Det ville	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if the citizens are interested in co-creating the brand	Sub-question	

	kræve, at dit billede/navn kom på reklame-materiale om Fredericia		Brand ambassadors		
-	Hvor sandsynligt er det, at du ville skrive dine ideer om Fredericia på et online forum på internettet?	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if the citizens would use this	Sub-question	Richards & Dalbey, 2006 Frewen, 2011
-	Hvor sandsynligt er det, at du ville deltage i fokusgrupper (som denne), hvor kommunen indkalder 5-6 personer til at diskutere fremtidige planer/ideer for Fredericia?	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if focus groups will get the citizens to co-create the city brand	Sub-question	Richards & Dalbey, 2006
-	Ville det, at du er i dialog om kommunen om dine ideer til Fredericia (f.eks. via et online forum, borgermøde eller en fokusgruppe) give dig en større fællesskabsfølelse som indbygger i Fredericia?	Ja / nej		Sub-question	
-	Ville det, at du er i dialog med kommunen om dine ideer til Fredericia give dig mere lyst til at engagere dig i byens udvikling?	Ja / nej		Sub-question	

Appendix 5 – Interview guide for focus group B

No.	Question	Examples	Why?	Research question	Reference
Introduktion					
	<i>Først vil jeg gerne bede jer om at skrive de tre ord, som først falder jer ind, når jeg siger Fredericia</i>		Discover top-of-mind brand awareness with the city	Sub-question	
Paper	Herefter må I gerne åbne det stykke papir, som ligger på jeres plads og udfylde det		To find out who the citizens asked are		
Borgernes brug af aktiviteter i Fredericia nu					
1B	Hvilke aktiviteter bruger I i Fredericia?				
2B	Hvorfor ofte bruger I disse aktiviteter?				
3B	Hvorfor bruger I disse aktiviteter?	Personligt, samhold etc.			
Fredericia generelt					
<i>Nu vil jeg så gerne stille jer en række spørgsmål om jeres mening om Fredericia generelt</i>					
4B	Hvilke styrker/kvaliteter har Fredericia? Hvad kan man markedsføre byen med?		In stakeholder involvement it is crucial to know what customers value in a product/service (SWOT). Discover which values the citizens put on the city and thereby how the city can be branded	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
5B	Hvad kendetegner Fredericia? (F.eks. mig selv og KBH: Tivoli, lav skat) Hvad kan man slå på, hvis man gerne vil	Fx Volden, 6. Juli fest	To discover which values the citizens put on the city and thereby how the city can be branded	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton &

	sælge byen til nye indbyggere /erhvervsliv/turister?				Stevens, 2010
6B	Hvad er Fredericia's svagheder/udfordringer? Hvad mangler byen?	Nok tilbud til alle?	Weaknesses	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
7B	Hvad er dine ønsker og ideer for Fredericia i fremtiden for at det bliver et endnu bedre sted at bo?	Fx transport	In stakeholder involvement it is crucial to know that customers value in a product/service	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
Fredericia Kommunes kommunikation med indbyggerne					
<i>Nu har vi jo så snakket om Fredericia's styker og svagheder, så i den forbindelse vil jeg gerne høre om...</i>					
8B	Har du på noget tidspunkt været i kontakt med Fredericia Kommune? Hvis ja: Hvordan var denne oplevelse? Følte du, at der blev lyttet til dig? Hvis nej: Ved du hvordan du kunne?	Fx sagsbehandling	Discover if the citizens previous experiences with the municipality have let them with the impressions that the municipality welcome participation and dialogue	RQ	
9B	Føler I, at kommunen viser jer som indbyggere respekt, når der skal laves nye aktiviteter i byen?	Fx åbenhed, sætter pris på jeres ideer/viden/erfaringer, respekt for forskellige meninger	Results shows that the type of participation with a project with regards to citizen satisfaction is not important – just the condition of being asked (= respect)	RQ	Zenker & Seigis, 2012
10B	Føler I, at I er blevet spurgt ind til jeres ideer til, hvad der skal ske i Fredericia? Hvis ja: Hvordan er I blevet spurgt?	Fx læst noget i Dagbladet, borgermøder etc.	Discover if the municipality welcomes citizen participation. Are they	RQ	Reid, 2000

	Hvis nej: Har du nogensinde selv gjort noget for at fortælle kommunen dine ideer? Hvordan gjorde du dette?		developing new solutions with people or for them? Are they provided with the opportunity for participation?		
11B	Hvordan vil du gerne fortælle dine ideer til kommunen?	Fx møder, online, brevkasse på rådhuset		Sub-question	Reid, 2000
12B	Hvordan vil I gerne have, at kommunen spørger om jeres ideer til byen?	Fx møder, online, brevaksser, blanket sendt ud til adresse	See how the citizens prefer to tell their ideas	Sub-question	Reid, 2000
13B	<i>Hvor mange af jer kender til fx Grow Your City inden I kom her?</i> (håndsprækning). Det er mest fordi jeg gerne vil høre om, hvordan I gerne vil høre om aktiviteterne i kommunen? (fx nye aktiviteter/ideer eller success historier)	Surveys, borgermøder, online forum, magasiner, brevkasser, dagbladet, elbobladet etc	Discover how the citizens what to see evidence that their views have been considered	Sub-question	Reid, 2000
De frivillige i Fredericia					
<i>Nu vil jeg gerne høre lidt om jeres syn på de frivillige, som er i Fredericia</i>					
14B	Har I selv overvejet at blive frivillige i kommunen? (<i>Her tænker jeg på fx lektiehjælp, voksenven, hjælpetræner</i>) Hvorfor/hvorfor ikke? I hvilken grad?				
Kommunen vs. indbyggerne					
<i>Nu vil jeg så gerne høre lidt mere om, hvad kommunen kan gøre for at engagere dig mere i byens udvikling</i>					
15B	Hvis der kom en invitation fra kommunen til at møde op i fx det gamle føtex, hvor du kunne komme med dine egne forslag til, hvad der skulle ske med bygningen og stemme på andres forslag – ville du så møde op? Hvorfor/hvorfor ikke?	Tovejs kommunikation (dialog, afstemning, komme med egne ideer)	Discover if the citizens are interested in dialogue about Fredericia's future	Sub-question	Reid, 2000
16B	Hvis der kom en invitation fra kommunen til at du kunne komme til et borgermøde og høre om kommunens planer for byen (dvs. kun lytte ikke deltage aktivt) – ville du så møde op? Hvorfor/hvorfor ikke?	Envejs kommunikation (blot høre om kommunens planer)	Discover if the citizens are interested in monolog about Fredericia's future	Sub-question	Reid, 2000

17B	Hvilke af disse to slags borgermøde, ville du helst møde op til? Altså den hvor du kan komme med ideer og stemme på forsalg eller den, hvor du kun kommer for at høre om kommunens planer?		Discover if the citizens are prefer dialogue or monolog	Sub-question	
18B	<i>Nu har jeg kommet med nogle forslag til, hvad kommunen kan gøre for at involvere jer som indbyggere mere (fx dialog i det gamle føtex).</i> Hvad kunne ellers få dig til at involvere dig mere i byens udvikling?	Ressource spørgsmål	Discover what the citizens need in order for them to get involved in the city	Sub-question	
19B	<i>Fredericia Kommune har i lang tid været i gang med at finde ud af, hvad der skal ske med det grønne område nede på havnen ved Shell.</i> Hvis du blev spurgt om du ville deltage i en frivillig projektgruppe om, hvad der skal ske på havnen og i byen, ville du så deltage?		Discover if the citizens are interested in becoming volunteers in the city planning		Reid, 2000
20B	Giver det mening at spørge indbyggerne om at deltage i frivillige grupper til at forbedre byen? Eller gør det ingen forskel?		Discover if it makes sense to involve the citizens	Sub-question	
21B	Giver det jer som indbyggere værdi at deltage i processerne/beslutningerne om, hvad der skal ske i byen? Eller gør det ingen forskel?		Discover if the citizens will experience value/empowerment if they get involved	Sub-question	
Fredericia i fremtiden					
22B	Hvis man nu forestiller sig, at kommunen laver disse åbne borgermøder (xxx, xxx, fx ideboks og nyhedsbreve), ville du så være mere tilbøjelig til at snakke mere positivt om Fredericia til din omgangskreds?		Discover if positive WOM can be created through the activities that the citizens have previously mentioned	Sub-question	
23B	Ville du føle, at du havde en større indflydelse på byen, hvis disse ting blev til noget? Ville det give dig mere værdi/lyst til at involvere dig?		Discover if the mentioned things would improve the citizens involvement	Sub-question	

Questions on paper:

No.	Question	Examples	Why?	Research question	Reference
-	På en skala fra 1-10: hvor meget ville du anbefale andre at bosætte sig i Fredericia?	10 er meget sandsynligt og 1 er meget usandsynligt	Are the citizens interested in branding the city? Brand ambassadors	Sub-question	
-	Hvis Fredericia Kommune spurgte dig, om du ville reklamere for byen – i hvor hvor høj grad ville du sige ja til dette? Det ville kræve, at dit billede/navn kom på reklame-materiale om Fredericia.	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if citizens want to be brand ambassadors	Sub-question	
-	Hvor sandsynligt er det, at du ville skrive dine ideer om Fredericia på et online forum på internettet?	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if the citizens would use this	Sub-question	Richards & Dalbey, 2006 Frewen, 2011
-	Hvor sandsynligt er det, at du ville deltage i fokusgrupper (som denne), hvor kommunen indkalder 5-6 personer til at diskutere fremtidige planer/ideer for Fredericia?	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if the citizens would participate if the municipality asked	Sub-question	Richards & Dalbey, 2006
-	Ville det, at du er i dialog om kommunen om dine ideer til Fredericia (f.eks. via et online forum, borgermøde eller en fokusgruppe) give dig en større fællesskabsfølelse som indbygger i Fredericia?	Ja / nej		Sub-question	
-	Ville det, at du er i dialog med kommunen om dine ideer til Fredericia give dig mere lyst til at engagere dig i byens udvikling?	Ja / nej		Sub-question	

Appendix 6 – Interview guide for focus group C

No.	Question	Examples	Why?	Research question	Reference
Introduktion					
	<i>Først vil jeg gerne bede jer om at skrive de tre ord, som først falder jer ind, når jeg siger Fredericia</i>		Discover top-of-mind brand awareness with the city	Sub-question	
Paper	Herefter må I gerne åbne det stykke papir, som ligger på jeres plads og udfylde det		To find out who the citizens asked are		
Fredericia generelt					
<i>Nu vil jeg så gerne stille jer en række spørgsmål om jeres mening om Fredericia generelt</i>					
1C	Hvilke styrker/kvaliteter har Fredericia som by? Hvad kan man markedsføre byen med?		In stakeholder involvement it is crucial to know what customers value in a product. Discover which values the citizens put on the city	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
2C	Hvad kendetegner Fredericia? (F.eks. mig selv og KBH: Tivoli, lav skat)	Fx Volden, 6. Juli fest	To discover which values the citizens put on the city and thereby how the city can be branded	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
3C	Hvad er Fredericia's svagheder/udfordringer? Hvad mangler byen?	Nok tilbud til alle?	Weaknesses	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010

4C	Hvad er dine ønsker og ideer for Fredericia (eller dit lokalområde) i fremtiden for at det bliver et endnu bedre sted at bo?	Fx transport	In stakeholder involvement it is crucial to know what customers value in a product/service	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
Fredericia Kommunes kommunikation med indbyggerne					
<i>Nu har vi så snakket om Fredericia's styker og svagheder, så i den forbindelse vil jeg gerne høre om..</i>					
5C	Har du på noget tidspunkt været i kontakt med Fredericia Kommune? Hvis ja: Hvordan var denne oplevelse? Følte du, at der blev lyttet til dig?	Fx sagsbehandling	Discover if the citizens previous experiences with the municipality have let them with the impressions that the municipality welcome participation and dialogue	RQ	
6C	Føler I, at I er blevet spurgt ind til jeres ideer til, hvad der skal ske med Fredericia? Hvis ja: Hvordan er I blevet spurgt? Hvis nej: Har du nogensinde selv gjort noget for at fortælle kommunen om dine ideer? Hvordan gjorde du det?	Fx læst noget i Dagbladet, borgermøder etc.	Discover if the municipality welcomes citizen participation. Are they developing new solutions with people or for them? Are people provided with the opportunity for participation?	RQ	Reid, 2000
7C	Føler I, at kommunen viser jer som indbyggere respekt, når der skal laves nye aktiviteter i byen?	Fx åbenhed, sætter pris på jeres ideer/viden/erfaringer, respekt for forskellige meninger	Results show that the type of participation regards to citizen satisfaction is not important – just the condition of being asked (= respect)	RQ	Zenker & Seigis, 2012

8C	Hvis du nu havde en idé til, hvordan Fredericia kan blive en endnu bedre by; Ved du så, hvor du skal henvende dig med denne idé?	Fx på hjemmesiden	Discover if the citizens know how to get in contact with the municipality		Reid, 2000
9C	Hvordan vil du gerne have, at kommunen spørger ind til jeres ideer til byen?	Fx møder, online, brevkasse, blanket sendt til adresse	See how the citizens want the municipality to ask them for their ideas	Sub-question	Reid, 2000
10C	Hvis du nu havde en idé til, hvordan Fredericia kan blive en endnu bedre by; Hvordan vil du gerne for tælle dine ideer til kommunen?	Fx møder, online, brevkasse, på rådhuset	See how the citizens prefer to tell their ideas	Sub-question	Reid, 2000
11C	<i>Hvor mange af jer kender til fx Grow Your City inden I kom her? (håndsoprækning).</i> Hvordan vil du gerne høre om aktiviteterne i kommunen? (fx nye aktiviteter/ideer eller success historier)	Surveys, borgermøder, online forum, magasiner, brevkasser etc.	Discover how the citizens what to see evidence that their views have been considered	Sub-question	Reid, 2000
De frivillige i Fredericia					
<i>Nu vil jeg gerne høre lidt om jeres syn på de frivillige, som er i Fredericia</i>					
12C	Der er jo mange frivillige indbyggere i byen. F.eks. er projektet nede på havnen (Grow Your City) startet af frivillige fredericianere. Har I selv overvejet at blive frivillige i kommunen? (<i>Her tænker jeg på fx lektiehjælp, voksenven, hjælpetræner</i>) Hvorfor/hvorfor ikke? I hvilken grad?				
Kommunen vs. indbyggerne					
<i>Nu vil jeg så gerne høre lidt mere om, hvad kommunen kan gøre for at engagere dig mere i byens udvikling – fordi du er jo allerede frivillig, men hvordan kan vi få dig til at være frivillig i byens udvikling/aktiviteter</i>					
13C	Hvis der kom en invitation fra kommunen til at møde op i fx det gamle føtex, hvor du kunne komme med dine egne forslag til, hvad der skulle ske med bygningen og stemme på andes forslag – ville du så møde op? Hvorfor/hvorfor ikke?	Tovejs kommunikation (dialog, afstemning, komme med egne ideer)	Discover if the citizens are interested in dialogue about Fredericia's future	Sub-question	Reid, 2000

14C	Hvis der kom en invitation fra kommunen til at du kunne komme til et borgermøde og høre om kommunens planer for byen (dvs. kun lytte ikke deltage aktivt) – ville du så møde op? Hvorfor/hvorfor ikke?	Envejs kommunikation (blot høre om kommunens planer)	Discover if the citizens are interested in monolog about Fredericia's future	Sub-question	Reid, 2000
15C	Hvilke af disse to slags borgermøde, ville du helst møde op til? Altså den hvor du kan komme med ideer og stemme på forsalg eller den, hvor du kun kommer for at høre om kommunens planer?		Discover if the citizens are prefer dialogue or monolog	Sub-question	
16C	<i>Nu har jeg kommet med nogle forslag til, hvad kommunen kan gøre for at involvere jer som indbyggere mere (fx dialog i det gamle føtex).</i> Hvad kunne ellers få dig til at involvere dig mere i byens udvikling?		Discover what the citizens need in order for them to get involved in the city	Sub-question	
17C	<i>Fredericia Kommune har i lang tid været i gang med at finde ud af, hvad der skal ske med det grønne område nede på havnen ved Shell.</i> Hvis du blev spurgt om du ville deltage i en frivillig projektgruppe om, hvad der skal ske på havnen og i byen, ville du så deltage?		Discover if the citizens are interested in becoming volunteers in the city planning	Sub-question	Reid, 2000
18C	Giver det mening at spørge indbyggerne om at deltage i frivillige grupper til at forbedre byen? Eller gør det ingen forskel?		Discover if it makes sense to involve the citizens	Sub-question	
19C	Giver det jer som indbyggere værdi at deltage i processerne/beslutningerne om, hvad der skal ske i byen? Eller gør det ingen forskel?		Discover if the citizens will experience value/empowerment if they get involved	Sub-question	
Fredericia i fremtiden					
20C	Hvis man nu forestiller sig, at kommunen laver disse åbne borgermøder (fx ideboks og nyhedsbreve), ville du så være mere tilbøjelig til at snakke mere positivt om Fredericia til din omgangskreds?		Discover if positive WOM/brand ambassadors can be created through the activities that the citizens have	Sub-question	

			previously mentioned		
21C	Ville du føle, at du havde en større indflydelse på byen, hvis disse ting blev til noget? Ville det give dig mere værdi/lyst til at involvere dig?		Discover if the mentioned things would improve the citizens involvement	Sub-question	

Questions on the paper:

No.	Question	Examples	Why?	Research question	Reference
-	På en skala fra 1-10: Hvor meget ville du anbefale andre at bosætte sig i Fredericia?	10 er meget sandsynligt og 1 er meget usandsynligt	Are the citizens interested in helping branding the city? Brand ambassadors	Sub-question	
-	Hvis Fredericia Kommune spurgte dig, om du ville reklamere for byen – i hvor hvor høj grad ville du sige ja til dette? Det ville kræve, at dit billede/navn kom på reklame-materialer om Fredericia.	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if the citizens are interested in co-creating the brand Brand ambassadors	Sub-question	
-	Hvor sandsynligt er det, at du ville skrive dine ideer om Fredericia på et online forum på internettet?	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if the participants would use this	Sub-question	Richards & Dalbey, 2006 Frewen, 2011
-	Hvor sandsynligt er det, at du ville deltage i fokusgrupper (som denne), hvor kommunen indkalder 5-6 personer til at diskutere fremtidige planer/ideer for Fredericia?	10 er meget sandsynligt og 1 er meget usandsynligt	Discover if focus groups will get the citizens to co-create the city brand	Sub-question	Richards & Dalbey, 2006
-	Ville det, at du er i dialog om kommunen om dine ideer til Fredericia (f.eks. via et online forum, borgermøde eller en fokusgruppe) give dig en større fællesskabsfølelse som indbygger i Fredericia?	Ja / nej		Sub-question	
-	Ville det, at du er i dialog med kommunen om dine ideer til Fredericia give dig mere lyst til at engagere dig i byens udvikling?	Ja / nej		Sub-question	

Appendix 7 – Quantitative questions for focus group A

Navn: _____

Sæt kryds:

- 1) Føler du, at kommunen sætter pris på den indsats, som du ligger i frivillige aktiviteter?

Ja	Nej
----	-----

- 2) Har du modtaget uddannelse eller træning i ledelse, da du startede med at være frivillig?

Ja	Nej
----	-----

- 3) Hvordan foregår det, når du er med i projekter/aktiviteter:

- a. Hvem tager beslutningerne?

Bestyrelsen	De frivillige	Både bestyrelsen og de frivillige
-------------	---------------	--------------------------------------

- b. På en skala fra 1 til 10 (hvor 10 er meget): Hvor meget indflydelse har du i din aktivitet/projekt?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- c. Er du med i budget-beslutningerne?

Ja	Nej
----	-----

- 4) Har din involvering i denne aktivitet/projekt forbedret din livskvalitet?

Ja	Nej
----	-----

- 5) Hvem bestemmer hvilke nye aktiviteter, der skal startes?

Bestyrelsen	De frivillige	Ved ikke
-------------	---------------	----------

- 6) Hvem bestemmer hvilke aktiviteter, der bliver til noget?

Bestyrelsen	De frivillige	Ved ikke
-------------	---------------	----------

- 7) På en skala fra 1 til 10 (hvor 10 er meget), hvor meget vil du så anbefale andre at bo i Fredericia?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 8) Hvis Fredericia Kommune spurgte dig, om du ville reklamere for byen – i hvor hvor høj grad ville du sige ja til dette? Det ville kræve, at dit billede/navn kom på reklame-materialer om Fredericia (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 9) Hvor sandsynligt er det, at du ville skrive dine ideer om Fredericia på et online forum på internettet? (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 10) Hvor sandsynligt er det, at du ville deltage i fokusgrupper (som denne), hvor kommunen indkalder 5-6 personer til at diskutere fremtidige planer/ideer for Fredericia? (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 11) Ville det, at du er i dialog om kommunen om dine ideer til Fredericia (f.eks. via et online forum, borgermøde eller en fokusgruppe) give dig en større fællesskabsfølelse som indbygger i Fredericia?

Ja	Nej
----	-----

- 12) Ville det, at du er i dialog med kommunen om dine ideer til Fredericia give dig mere lyst til at engagere dig i byens udvikling?

Ja	Nej
----	-----

Tusind tak for din hjælp ☺

Appendix 8 – Quantitative questions for focus group B

Navn: _____

Sæt kryds:

- 1) På en skala fra 1 til 10 (hvor 10 er meget sandsynligt), hvor meget vil du så anbefale andre at bo i Fredericia?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 2) Hvis Fredericia Kommune spurgte dig, om du ville reklamere for byen – i hvor hvor høj grad ville du sige ja til dette? Det ville kræve, at dit billede/navn kom på reklame-materialer om Fredericia (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 3) Hvor sandsynligt er det, at du ville skrive dine ideer om Fredericia på et online forum på internettet? (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 4) Hvor sandsynligt er det, at du ville deltagte i fokusgrupper (som denne), hvor kommunen indkalder 5-6 personer til at diskutere fremtidige planer/ideer for Fredericia? (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 5) Ville det, at du er i dialog om kommunen om dine ideer til Fredericia (f.eks. via et online forum, borgermøde eller en fokusgruppe) give dig en større fællesskabsfølelse som indbygger i Fredericia?

Ja	Nej
----	-----

- 6) Ville det, at du er i dialog med kommunen om dine ideer til Fredericia give dig mere lyst til at engagere dig i byens udvikling?

Ja	Nej
----	-----

Tusind tak for din hjælp ☺

Appendix 9 – Quantitative questions for focus group C

Navn: _____

Sæt kryds:

- 1) På en skala fra 1 til 10 (hvor 10 er meget sandsynligt), hvor meget vil du så anbefale andre at bo i Fredericia?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 2) Hvis Fredericia Kommune spurgte dig, om du ville reklamere for byen – i hvor høj grad ville du sige ja til dette? Det ville kræve, at dit billede/navn kom på reklame-materialer om Fredericia (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 3) Hvor sandsynligt er det, at du ville skrive dine ideer om Fredericia på et online forum på internettet? (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 4) Hvor sandsynligt er det, at du ville deltagte i fokusgrupper (som denne), hvor kommunen indkalder 5-6 personer til at diskutere fremtidige planer/ideer for Fredericia? (1 er meget usandsynligt og 10 er meget sandsynligt)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- 5) Ville det, at du er i dialog om kommunen om dine ideer til Fredericia (f.eks. via et online forum, borgermøde eller en fokusgruppe) give dig en større fællesskabsfølelse som indbygger i Fredericia?

Ja	Nej
----	-----

- 6) Ville det, at du er i dialog med kommunen om dine ideer til Fredericia give dig mere lyst til at engagere dig i byens udvikling?

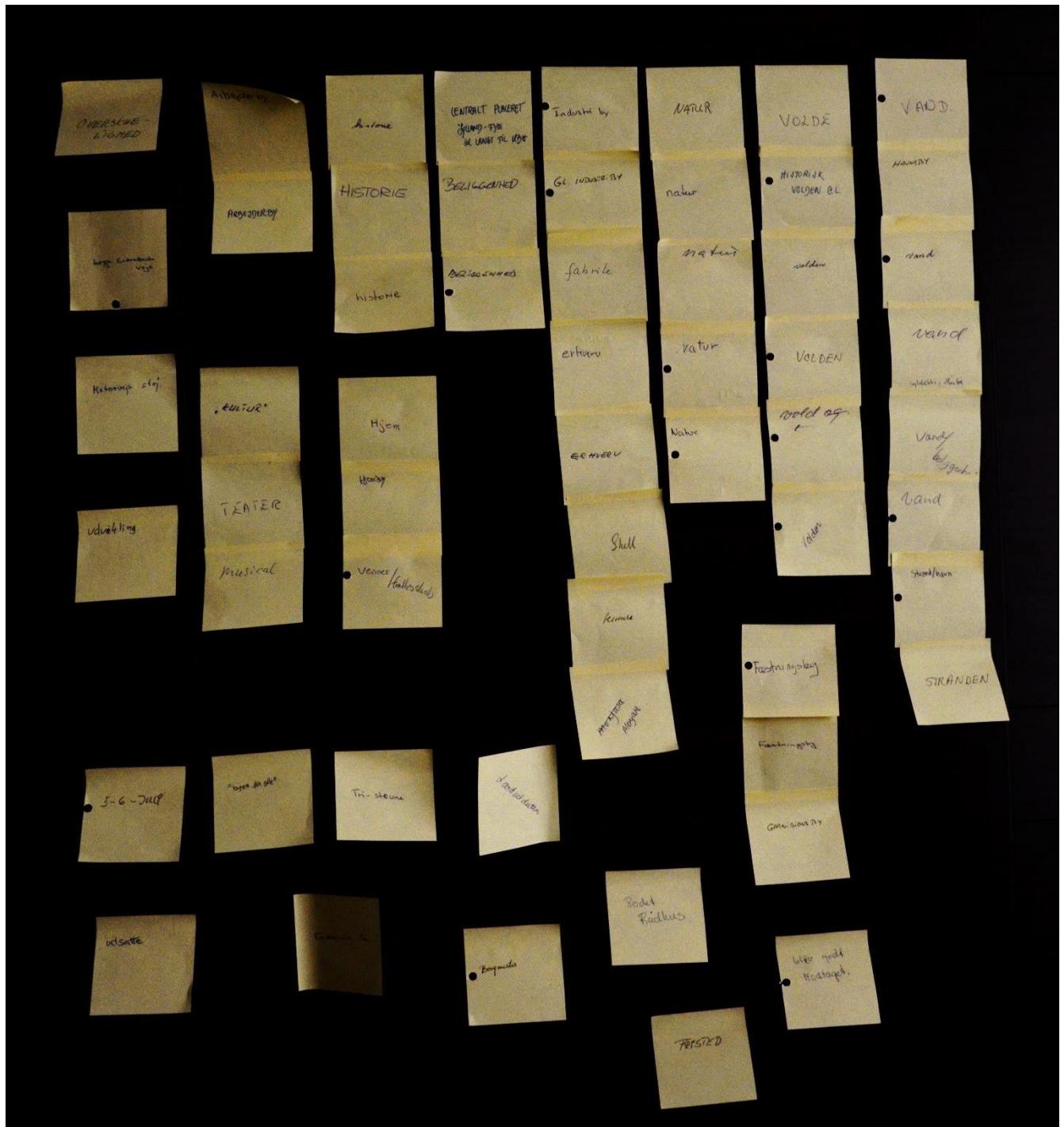
Ja	Nej
----	-----

Tusind tak for din hjælp ☺

Appendix 10 – Pictures from focus groups



Appendix 11 – Post-its from focus groups



Appendix 12 – Demographic questions for focus group A

Dit navn: _____

Alder: _____

Beskæftigelse: _____

Bydel (fx Erritsø, Snoghøj): _____

Er du født og opvokset i Fredericia? Ja Nej

Hvor mange år har du boet i Fredericia: _____

Civilstatus:

Gift Ugift (single) I et parforhold

Antal personer i din husstand (inkl. dig selv): _____

Antal børn: _____

Hvor mange af dine børn bor stadig i Fredericia: _____

Projekter/aktiviteter, du er involveret i:

Hvor mange år har du været frivillig?

Appendix 13 – Demographic questions for focus group B

Dit navn: _____

Alder: _____

Beskæftigelse: _____

Bydel (fx Erritsø, Snoghøj): _____

Er du født og opvokset i Fredericia? Ja Nej

Hvor mange år har du boet i Fredericia: _____

Civilstatus:

Gift Ugift (single) I et parforhold

Antal personer i din husstand (inkl. dig selv): _____

Antal børn: _____

Hvor mange af dine børn bor stadig i Fredericia: _____

Projekter/aktiviteter, du benytter i Fredericia Kommune:

Hvor mange år har du benyttet disse projekter/aktiviteter?

Appendix 14 – Demographic questions for focus group C

Dit navn: _____

Alder: _____

Beskæftigelse: _____

Bydel (fx Erritsø, Snoghøj): _____

Er du født og opvokset i Fredericia? Ja Nej

Hvor mange år har du boet i Fredericia: _____

Civilstatus:

Gift Ugift (single) I et parforhold

Antal personer i din husstand (inkl. dig selv): _____

Antal børn: _____

Hvor mange af dine børn bor stadig i Fredericia: _____

Appendix 15 - Quantitative answers from all focus groups

	Føler du, at kommunen sætter pris på den indsats, som du ligger i frivillige aktiviteter?	Har du modtaget uddannelse eller træning i ledelse, da du startede med at være frivillig?	Hvem tager beslutningerne?	På en skala: Hvor meget indflydelse har du i din aktivitet/projekt?
A1	Ja	Ja	Både bestyrelsen og de frivillige	9
A2	Ved ikke	Ja	Både bestyrelsen og de frivillige	8
A3	Ja	Nej	Både bestyrelsen og de frivillige	5
A4	Ja	Nej	Både bestyrelsen og de frivillige	10
A5	Ved ikke	Ja	Både bestyrelsen og de frivillige	8
A6	Ja	Nej	Både bestyrelsen og de frivillige	10
A7	Ja	Ja	Både bestyrelsen og de frivillige	8
B1	-	-	-	-
B2	-	-	-	-
B3	-	-	-	-
B4	-	-	-	-
B5	-	-	-	-
B6	-	-	-	-
C1	-	-	-	-
C2	-	-	-	-
C3	-	-	-	-
C4	-	-	-	-
C5	-	-	-	-
C6	-	-	-	-
C7	-	-	-	-

Participants	7	7	7	7
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Answers in total	71,43 % said yes (5 persons)	57,14 % said yes (4 persons)	100 % said both (7 persons)	58
	28,57 % said don't know (2 persons)	42,86 % said no (3 persons)		
Average				8,29

Appendix 15 - Quantitative answers from all focus groups

	Er du med i budgetbeslutningerne?	Har din involvering i denne aktivitet/projekt forbedret din livskvalitet?	Hvem bestemmer hvilke nye aktiviteter, der skal startes?	Hvem bestemmer hvilke aktiviteter, der bliver til noget?
A1	Ja	Ja	Begge	Begge
A2	Nej	Ja	Begge	Bestyrelsen
A3	Nej	Ja	Begge	Begge
A4	Ja	Ja	Ved ikke	Ved ikke
A5	Nej	Ja	Begge	Begge
A6	Ja	Ja	Begge	Begge
A7	Ja	Ja	Begge	Bestyrelsen
B1	-	-	-	-
B2	-	-	-	-
B3	-	-	-	-
B4	-	-	-	-
B5	-	-	-	-
B6	-	-	-	-
C1	-	-	-	-
C2	-	-	-	-
C3	-	-	-	-
C4	-	-	-	-
C5	-	-	-	-
C6	-	-	-	-
C7	-	-	-	-

Participants	7	7	7	7
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Answers in total	57,14 % said yes (4 persons)	100 % said yes (7 persons)	85,71 % said both (6 persons)	57,14 % said both (4 persons)
	42,86 % said no (3 persons)		14,29 % said don't know (1 person)	28,57 % said 'bestyrelsen' (2 persons)
				14,29 % said don't know (1 person)

Appendix 15 - Quantitative answers from all focus groups

	På en skala: Hvor meget vil du så anbefale andre at bo i Fredericia?	Hvis Fredericia Kommune spurgte dig, om du ville reklamere for byen - i hvor høj grad ville du sige ja til dette?	Hvor sandsynligt er det, at du ville skrive dine ideer om Fredericia på et online forum på internettet?	Hvor sandsynligt er det, at du ville deltage i fokusgrupper (som denne)?
A1	10	8	9	9
A2	8	7	10	10
A3	10	10	1	5
A4	9	1	1	1
A5	10	3	7	8
A6	5	7	9	8
A7	9	1	1	5
B1	8	5	8	9
B2	8	4	6	10
B3	8	6	8	1
B4	5	2	3	2
B5	10	7	7	7
B6	8	8	7	7
C1	10	5	5	3
C2	6	3	4	4
C3	5	10	8	10
C4	7	6	7	8
C5	9	9	5	8
C6	8	3	3	5
C7	7	4	8	3

Participants	20	20	20	20
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Answers in total	160	109	117	123
Average	8	5,45	5,85	6,15

25 % said 10 70 % said 8 or
 (5 persons) higher (14 persons)

Appendix 15 - Quantitative answers from all focus groups

	Ville det, at du er i dialog med kommunen om dine ideer give dig større fællesskabsfølelse?	Ville det, at du er i dialog med kommunen give dig mere lyst til at engagere dig i byens udvikling?
A1	Ja	Ja
A2	Ja	Ja
A3	Nej	Ja
A4	Nej	Nej
A5	Ja	Ja
A6	Ja	Ja
A7	Ja	Nej
B1	Ja	Ja
B2	Ja	Ja
B3	Ja	Nej
B4	Ja	Ja
B5	Ja	Ja
B6	Ja	Nej
C1	Ved ikke	Ved ikke
C2	Ja	Ja
C3	Ja	Ja
C4	Ja	Ja
C5	Ja	Ja
C6	Ja	Ja
C7	Ja	Ja

Participants	20	20
---------------------	----	----

Answers in total	85 % said yes (17 persons)	75 % said yes (15 persons)
	10 % said no (2 persons)	20 % said no (4 persons)
	5 % said don't know (1 person)	5 % said don't know (1 person)

Appendices 16, 17, 18, 21 and 22

The transcriptions and audio recordings from the three focus groups (appx. 16, 17 and 18) as well as the transcriptions and audio recordings from the two interviews (appx. 21 and 22) can be found on this CD.

Appendix 19 – Interview guide for interview 1

No.	Question	Examples	Why?	Research question	Reference
Introduktion					
	<i>Først vil jeg gerne bede dig om at skrive de tre ord, som først falder dig ind, når jeg siger Fredericia</i>		Discover top-of-mind brand awareness with the city		
1	Først vil jeg gerne bede dig om at fortælle lidt om dig selv	Navn, alder etc.			
Din involvering i aktiviteter i byen lige nu					
	<i>Først vil jeg gerne stille dig nogle spørgsmål om de aktiviteter, som du er frivillig i</i>				
2	Hvilke projekter/aktiviteter er du involveret i?		Discover which activities the citizen is involved in now	RQ	
3	Hvor længe har du været frivillig?	Antal år			
4	Hvad er din rolle i projektet/aktiviteten?			RQ	
5	Hvorfor har du valgt at involvere dig i disse projekter/aktiviteter?	Personligt, samhold etc.	Discover the motivations behind	RQ	
6	Hvordan foregår det, når du er med i disse projekter: <ul style="list-style-type: none"> - Hvordan bliver du spurgt ind til dine ideer? - Hvis du kommer med en idé, hvor langt i processen er du med? Fra start til slut? - Føler du, at du har indflydelse på de aktiviteter, som du er involveret i? - Hvis nej: Hvad skal der til, for at du får/føler mere indflydelse? 	Kommunen vs. dig – sidder du med ved bordet? Fx 'consultation' (surveys, focus groups) or 'delegated power' (authority within citizens)	Investigate how the citizen is involved and in which degree in order to determine the citizen participation/power. Discover if the citizen is experiencing empowerment	RQ	Arnstein, 1969 Hardina, 2006
7	Hvor tæt kontakt har du med kommunen om dit projekt/aktivitet? <ul style="list-style-type: none"> - Kan du fortælle lidt om dit samarbejde med kommunen? - Hvordan har det været? - Hvordan er det nu? 		Discover if there exist brand co-creation activities – discover how much power the citizen is experiencing	RQ	Arnstein, 1969

	<ul style="list-style-type: none"> - Har du mulighed for at komme med ideer? - Bliver du hørt af kommunen? 				
8	<p>Sætter kommunen pris på de frivillige kræfter i Fredericia?</p> <ul style="list-style-type: none"> - Hvia ja: Hvordan? - Hvordan kan man gøre dette i fremtiden? 			RQ	
9	<p>Synes du, at kommunen respekterer de frivillige personer i Fredericia?</p> <ul style="list-style-type: none"> - Hvad skal der ellers til? 			RQ	Zenker & Seigis, 2012
10	<p>Sætter kommunen pris på den indsats, som du og dine kollegaer laver?</p> <ul style="list-style-type: none"> - Hvad kan kommunen ellers gøre? 			RQ	
11	<p>Når du har denne dialog med kommunen:</p> <ul style="list-style-type: none"> - Hvem bestemmer hvilke nye aktiviteter, der skal startes? - Hvem bestemmer, hvilke aktiviteter der bliver til noget? 	Bestyrelsen/kommunen De frivillige		RQ	Fuchs & Schreier, 2011
Fredericia Kommunes kommunikation med indbyggerne					
<i>Nu vil jeg så gerne, at vi ikke snakker mere om de frivillige aktiviteter, som du er med i, men at vi snakker om Fredericia generelt</i>					
12	<p>Føler du, at du er blevet spurgt ind til dine ideer til, hvad der skal ske med Fredericia?</p> <p>Hvis ja: Hvordan er du blevet spurgt?</p> <p>Hvis nej: Har du nogensinde selv gjort noget for at fortælle kommunen om dine ideer?</p> <p>Hvordan gjorde du det?</p>	Fx læst noget i Dagbladet, borgermøder etc.	Discover if the municipality welcomes citizen participation. Are they developing new solutions with people or for them? Are people provided with the opportunity for participation?	RQ	Reid, 2000
13	Hvordan vil du gerne høre om aktiviteterne i kommunen? (fx nye aktiviteter/ideer eller success historier)	Surveys, borgermøder, online forum, magasiner, brevkasser etc.	Discover how the citizen what to see evidence that his views/ideas have been considered	Sub-question	Reid, 2000

Kommunen vs. indbyggerne					
<i>Nu vil jeg så gerne høre lidt mere om, hvad kommunen kan gøre for at engagere dig mere i byens udvikling og kommunens kommunikation med dig tidligere og nu</i>					
14	Hvad er din erfaring, når du har været indkaldt til møder med kommunen? Hvordan har det foregået?	Monolog eller dialog	Discover if the citizen prefer dialogue or monolog	RQ	
15	Hvis der kom en invitation fra kommunen til at møde op i fx det gamle føtex, hvor du kunne komme med dine egne forslag til, hvad der skulle ske med bygningen og stemme på andes forslag – ville du så møde op? Hvorfor/hvorfor ikke?	Tovejs kommunikation (dialog, afstemning, komme med egne ideer)	Discover if the citizen is interested in dialogue about Fredericia's future	Sub-question	Reid, 2000
16	Hvis der kom en invitation fra kommunen til at du kunne komme til et borgermøde og høre om kommunens planer for byen (dvs. kun lytte ikke deltagte aktivt) – ville du så møde op? Hvorfor/hvorfor ikke?	Envejs kommunikation (blot høre om kommunens planer)	Discover if the citizen is interested in monolog about Fredericia's future	Sub-question	Reid, 2000
17	Hvilke af disse to borgermøder, ville du helst møde op til?		Discover if the citizen prefer dialogue or monolog	Sub-question	
18	<i>Nu har jeg kommet med nogle forslag til, hvad kommunen kan gøre for at involvere jer som indbyggere mere (fx dialog i det gamle føtex).</i> Hvad kunne ellers få dig til at involvere dig i byens udvikling?		Discover what the citizen need in order for him to get involved in the city	Sub-question	
19	<i>Fredericia Kommune har i lang tid været i gang med at finde ud af, hvad der skal ske med det grønne område nede på havnen ved Shell.</i> Hvis du blev spurgt om du ville deltagte i en frivillig projektgruppe om, hvad der skal ske på havnen og i byen, ville du så deltagte?		Discover if the citizen is interested in becoming volunteer in the city planning	Sub-question	Reid, 2000
20	Giver det mening at spørge indbyggerne om at deltagte i frivillige grupper til at forbedre		Discover if it makes sense to involve the	Sub-question	

	byen? Eller gør det ingen forskel?		citizens		
21	Giver det dig som indbyggere værdi at deltage i processerne/beslutningerne om, hvad der skal ske i byen? Eller gør det ingen forskel?		Discover if the citizen will experience value/empowerment if he gets involved	Sub-question	

Appendix 20 – Interview guide for interview 2

No.	Questions	Examples	Why?	Research question	Reference
Introduktion					
<i>Først så vil jeg gerne høre lidt om hvem du er Herefter vil jeg gerne bede dig om at skrive de første tre ord ned, som du kommer i tanke om, når jeg siger ordet Fredericia</i>					
1	Demografiske forhold	Køn, alder og stilling/arbejde i Fredericia Kommune			
2	Hvor mange år har du boet i Fredericia?				
Fredericia nu					
<i>Først vil jeg gerne snakke kort om Fredericia</i>					
3	Hvilke styrker/kvaliteter har Fredericia som by? Hvad kan man markedsføre byen med?	Fx Volden, 6. Juli fest	In stakeholder involvement it is crucial to know what customers value in a product. Discover which values the municipality put on the city	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
4	Hvad er Fredericia's svagheder/udfordringer? Hvad mangler byen?	Nok tilbud til alle?	Weaknesses	Sub-question	Zakarevicius & Lionikaite, 2013 Houghton & Stevens, 2010
Borgernes involvering i dag					
<i>Mit speciale handler jo om, hvordan man kan brugere indbyggerne i Fredericia til at hjælpe med at brande byen. Derfor vil jeg høre lidt om, hvordan indbyggerne bliver involveret i byens udvikling i dag</i>					
5	Hvordan involverer I borgerne den dag i dag?		Discover how the citizens are involved	RQ	
6	Har I et indtryk af, at mange af borgerne gerne vil involveres?		Discover how many citizens the municipality thinks	RQ	

			want to be involved		
7	Hvorfor har I valgt at involvere borgerne? Hvad får I ud af det? Hvad får borgerne ud af det?		Discover why they have chosen to involve the citizens (motives behind)	RQ	
8	Hvad med de beboere, som ikke involverer sig – hvordan får I fat i dem/gjort opmærksom på projektet?		Discover the things they do to get more citizens involved	RQ	
9	Hvordan motiverer I beboerne (til at involvere sig)?	Er der en gulerod for dem? Billeder, borgermøder, online forum, magasiner, brevkasser etc.	Discover how they are trying to involve the citizens	RQ	
10	Hvor meget ansvar har de frivillige i Fredericia på de projekter, som de starter op i samarbejde med jer?	Fx er de med til alle beslutninger? Har de indflydelse på budgettet?	Discover if empowerment are present in the activities	RQ	Fuchs & Schreier, 2011
11	Har I overvejet at give beboerne endnu mere ansvar?	Fx være med til at ligge budgetterne og måle resultaterne	Discover if there is an option for the citizens to be even more empowered through co-creation activities	RQ	Fuchs & Schreier, 2011
12	<i>Hvis der nu henvender sig en borger på rådhuset, som gerne vil starte et nyt frivilligt projekt op, hvad gør I så?</i> Tilbyder I uddannelse til de indbyggere, som gerne vil involvere sig og starte projekter op?		Discover if the municipality provide education and leadership training (= empowerment activities)	RQ	Hardina, 2006

Hvordan beslutninger bliver taget					
<i>Så vil jeg gerne høre lidt om, hvordan beslutningerne bliver taget den dag i dag</i>					
13	Hvordan finder I ud af, hvad Fredericia mangler?	Spørger indbyggerne, erhvervslivet, surveys, fokusgrupper etc.	Are they developing new solutions with the citizens (brand co-creation) or for them?	Sub-question	
14	Hvornår bliver indbyggerne involveret i processen? Er de med hele vejen?	Fx budget		RQ	
15	Hvem finder på nye aktiviteter? Hvem tager beslutningen om hvilke aktiviteter, der skal realiseres?	Jer vs. indbyggerne	Discover where the empowerment is – at the municipality or at the citizens	RQ	Fuchs & Schreier, 2011
16	Hvordan har I spurgt ind til beboernes meninger/ideer?	Survey, fokus grupper, borgermøder, plakater, online, borgerrepræsentant	Discover which methods they are using to get in dialogue with their citizens. Are people provided with the opportunity for participation?	RQ	Arnstein, 1969
Brugen af borgere i fremtiden					
17	Har du nogle ideer til, hvordan Fredericia kommune kan bruge indbyggerne til at brande byen?			Sub-question	
18	Hvordan vil I involvere borgere i fremtiden?		Discover if the municipality have further plans for involving their citizens	Sub-question	
Mulige værktøjer til at involvere/empower borgere i fremtiden					
19	Arrangerer I borgermøder? Hvor ofte? Hvor mange møder op? Er det altid de samme, som kommer? Hvordan formidler I, at der er borgermøde?		Is the municipality arranging public hearings for the citizens? If so, how?	Sub-question	Reid, 2000
20	Arrangerer I fokusgrupper til at diskutere		Is it using focus	Sub-question	Richards &

	fremtidige planer/ideer for Fredericia?		groups?		Dalbey, 2006
21	Har I oprettet et online forum, hvor beboerne kan skrive deres ideer om Fredericia?		Is it contacting the citizens online?	Sub-question	Richards & Dalbey, 2006
22	Hvordan tror du helst, at borgerne vil fortælle deres ideer/meninger til kommunen?	Surveys, borgermøder, online forum, magasiner, brevkasser etc.	Investigate if what the citizens said match what the municipality said	Sub-question	
23	Jeg har set, at I har et borgerpanel på hjemmesiden: <ul style="list-style-type: none"> ○ Hvorfor det? ○ Hvad bruger I svarerne til? Bliver de brugt? Hvor ofte? ○ Hvor mange er meldt til? ○ Hvorfor er det et survey? ○ Hvorfor ikke fx fokusgrupper? 		Investigate if any citizens have answered this and how many have signed up		
Udfordringer ved co-creation og empowerment					
24	Hvad ser du som udfordringer ved at lade borgerne komme med deres egne ideer? (co-creation)				
25	Hvad er udfordringer ved at give borgerne endnu mere ansvar/indflydelse?				

Appendix no. 23 – Thematic of data

Data	Participant	Top-of-mind associations quotes	Time	Appendix
Focus group A	A1	At det er en gammel industriby, det er en havneby, og det er en garnisonsby	(09:55)	16
	A2	Ja, det første ord, der faldt mig ind, det var vand. Det er ikke kun havn, vi har jo også mange dejlige strande helt fra Trelde og ud til Snoghøj. Så er vi ved at banke os godt igennem med et teater, hvor vi også forlader byen og bl.a. har været i Operaen med Aladdin. Det synes jeg også er dejligt, at vi kommer ud af byen. Og så har jeg sagt Volde	(11:11)	16
	A3	Byen er en havneby, 6. juli og så også en narkoby har jeg hørt hele vejen op igennem min barndom, at det har været nemt at få stoffer her	(14:44)	16
	A4	Jeg har skrevet 6. juli og fristad og natur	(15:40)	16
	A5	Det er ikke fordi jeg har skrevet af efter xxx (A2), men jeg har altså også skrevet vand som det første og Volden. Og så har jeg skrevet historie, som jo også er 6. juli.	(12:01)	16
	A6	Jeg har skrevet arbejderby, historisk bl.a. på grund af voldene og central placering. Jeg synes, at vi ligger rigtig godt i forhold til resten af Jylland, Fyn og ikke ret langt til København	(13:02)	16
	A7	En friby, og tri-stævne og messehallen	(17:11)	16
Focus group B	B1	Mine tre ord det er fæstningsby, natur og historie	(07:25)	17
	B2	Jeg har skrevet volden, stranden og så tænkte jeg på overskuelighed	(08:14)	17
	B3	De tre ord, jeg har skrevet, det er beliggenhed, erhverv og kultur sådan lidt i (<i>laver anførselstegn med hænderne</i>)	(09:14)	17
	B4	Mine tre ord, der har jeg skrevet noget med hjem, og det er sådan set fordi Fredericia er mit hjem, da jeg altid har boet her. Noget med venner og fællesskab, jeg har størstedelen af all mine venner i nærheden og her i byen, og så noget med beliggenhed, fordi vi har vandet, og Fredericia det er jo stort set kendt i Danmark udover København for sine dårlige ting, så er det jo, at vi ligger meget centralt i landet	(12:05)	17
	B5			17
	B6	Så de der tre ord, der faldte mig ind, det er faktisk de tre ord, som jeg har hørt. Det er måske ikke lige det, jeg mener, men du sagde, at det var dem, der lige kom op. Det er selvfølgelig beliggenheden, det er jo en helt unik beliggenhed, vi har med vand til alle sider og voldene og natur. Men så er det faktisk musicalakademiet, fordi vi har ikke noget spydspids. Fordi jeg kommer fra Kolding, så har vi jo Trapholdt og Kolding hus, og så synes jeg, det er som om vi er ved at få en lille spydspids her.	(18:38)	17

Focus group C	C1	Jeg har skrevet volden, landsoldaten og Monjasa	(03:59)	18
	C2	Dertil vil jeg sige, at jeg er blevet godt modtaget af byen her, og næste ord, det er motorvejsstøj. Det sidste det er rodet rådhus	(06:43)	18
	C3	Jeg har skrevet natur, arbejderby, og så har jeg skrevet udsatte mennesker	(05:44)	18
	C4	Jeg har skrevet natur, erhverv og udvikling	(05:19)	18
	C5	Jeg har skrevet borgmester, Kemira og Shell	(04:20)	18
	C6	Jeg har skrevet fæstningsby, FredericiaC og så har jeg skrevet ensrettede eller lige veje	(04:56)	18
	C7	Jeg har skrevet stranden og havnen, og hjemby og så det der slogan "byen for alle"	(05:54)	18
Interview 1	-	Beliggenhed. Historie, ja relativ gammel, og så har byen en historie, som ingen andre nødvendigvis har. Den tredje den er nok svær fordi jeg er lige ved at vende tilbage til.. ej så skal det jo være natur	(02:35)	21
Interview 2	-	Det første det er central beliggenhed. Skal jeg skrive det? (06:38) Sådan, central beliggenhed og ... omkranset af vand og natur (07:17). Altså jeg ved ikke. Det kunne være både foreningslivet, og det kunne også være erhvervslivet. Vi er enten den mest eller nummer to, der har flest foreninger i forhold til antal indbyggere, men jeg tror, at jeg vil vælge og sige, at vi er.. Jeg skriver mange erhvervsvirksomheder (07:59). Det kunne også have været Danmarks Musicalby nummer 1, det kunne også have været et bud (08:10)		22

FOCUS GROUPS AND INTERVIEW 1

Theme	Quote	Time	Appendix
Strengths	A6: Det er Fredericia generelt gode til at give gaver. Firmaer og butikker og sådan noget, de er rigtig gode til at donere ting. Det synes jeg også, at vi oplever	(28:35)	16
	A1: Den ligger centralt, og den har en havn	(44:06)	16
	A6: Så har byen mange tilbud. Altså Madsbyparken f.eks. eller Messe-hallerne	(44:20)	16
	A2: Det har vi brugt meget, hvis vi har haft gæster udenbysfra. Så er vi taget i mini-byen og så bagefter så er vi kørt ind i Fredericia by og så vist dem, nogle, selvfølgelig ikke alle sammen, vist dem nogle af de huse, som man har set i mini-byen. Det var vores gæster altid syntes, at det var sjovt	(45:10)	16
	A6: 6. juli	(46:20)	16
	A2: Kastellet er også gennem de senere år blevet brugt meget til koncerter. Det er jo virkelig, virkelig et smukt grønt område. Det er jo ligesom, når man tænker på København og voldene der, det er faktisk på samme måde. Du har udsigten ud over vandet, skønne grønne områder og kløfter	(47:10)	16
	A1: Men ellers er der voldanlægget i byen, altså det er der ikke mange byer, der har	(48:00)	16
	A2: Jeg vil sige i det hele taget, så er volden jo stærk, så der kunne være mange flere arrangementer på volden end der er i dag. I dag må man faktisk gerne cykle på mountainbike på volden, så det er da et område, som godt kunne tåle, at det blev brugt noget mere	(49:20)	16
	A2: Men det gør, at de fleste synes, at Fredericia er mærkelig. Jeg synes jo, at det er fantastisk at komme ind ad byporten og så kan kigge helt op til Østerstrand, og det tænker jeg faktisk tit over. Jeg tænker især over det, når jeg kommer cyklende. Eller kører ned ad Norgesgade og kan kigge helt over til Lillebæltsbroen	(50:04)	16
	A2: Og det er jo det, vi byder vores gæster i byen velkomne med, det er de der flotte udsigter. Det der forvirrer mange, der kommer til Fredericia, det er, at man ikke bare må fortsætte ned af den første vej, der er der. Hvis du ikke er kendt i Fredericia, så er den forfærdelig at finde rundt i	(50:35)	16
Strengths	A6: Det er faktisk en anden god ting, som jeg har tænkt på, da jeg kørte herud, det er faktisk torvet. I forhold til Vejle, der har de lidt ved kirken, og der er måske to grøntsagsboder. Der har vi altså et godt torv	(55:47)	16
	B6: Men jeg synes det er dejlig by at bo i. Jeg synes, der er mange gode tilbud, og jeg bruger dem også	(18:38)	17
	B1: Lige nu synes jeg restaurant-livet går rigtig godt her. Der er lige åbnet nede på havnen, og nu ser jeg, at der åbner et brasseri også. Altså jeg synes, restauranter har vi sindssygt mange af, og så har vi også nogle gode forretninger (24:01)		17
	B6: Det har vi da. De er da lige så gode som i Vejle og i Kolding (24:02)		
	B3: Ja, men jeg synes, vi er gode til mange ting. Hvis man sådan læser lidt om, hvad der sker i øjeblikket, så har vi jo været lidt bagud i mange år. Det der ligesom er fremme i øjeblikket, det tyder jo på, at man vil et eller andet, fordi der er jo én, der vil ud og coache erhvervslivet herinde i byen. Jeg	(26:09)	17

	tror, der skal lidt mere gejst til i byens forretninger for måske at undgå, at der er så mange, der kører til Kolding eller Vejle og tiltrække nogle flere herinde		
	B2: Sådan noget som vores tallships, det der vi lige har haft, synes jeg var fantastisk. Det kan man godt bruge meget mere af igås? Der kom mange, også udefra	(30:48)	17
	B5: Og så synes jeg også, at jeg må også sige, at Fredericia kommune egentlig yder meget hjælp til handicappede og til folk, der har brug for det. Jeg ved godt, der er meget kritik af det, men jeg må sige, at den er jeg ikke tilhænger af	(35:31)	17
	B3: Så vil jeg sige noget af det positive. Det er også en, jeg har set i en af aviserne er, at inden for den sidste uge. Det er, at Fredericia kommune de har arrangeret sådan en cykel rundt tur i byen eller omegn	(39:23)	17
Strengths	B6: Men en styrke ved Fredericia det er jo, at vi kan komme herfra. Altså hvis vi nu skal have folk til at flytte til Fredericia, så sige til dem "jamen altså, hvis du bor i Fredericia, så har du et teater i Kolding, du har et teater i Vejle, der er 20 kilometer, altså det svarer til at bo i Storkøbenhavn". Du har mange, mange teater, koncerter eller jazz klubber. Man kunne godt lave sådan en, nu er det indenfor kultur, men også indenfor sport. Du kan lave en hel hel masse ting, hvis du havde sådan en guide, som sagde, "Jamen indenfor en radius af 20 kilometer, der når du utrolig meget i sammenligning med, om du bor i Valby eller Brønshøj". Altså det er det, jeg mener med, man kan komme herfra, altså folk behøver ikke være bange for at bosætte sig, for de får et stort tilbud. Det er måske ikke lige Fredericia kommune hele tiden, men de har tilbuddt at bo her	(41:16)	17
	B6: Og så er der den... en god ting, at vi skal gå over den gamle Lillebælts bro. Har I set det foreslag? Helt fantastisk. Det ville være helt fantastisk. Det kunne trække folk til, det er jeg helt sikker på. De der krydstogt, de skal alle sammen op og prøve det der. Det har vi ikke andre steder i Europa. Det synes jeg, de skulle bruge penge på, hvis de skal lave noget, der var anderledes	(41:59)	17
	B1: Og så også vores historie her i byen. Altså vi har jo en utrolig spændende historie. Prøv bare at se på vores 5.-6. juli, som jeg faktisk har deltaget i i hele mit liv, på nær i år, hvor jeg ikke lige er hjemme. Det er tredje gang i mit liv, at jeg ikke skal til 6. juli altså. Det er jo også sådan noget, som folk synes er spændende, hvis de kommer til byen og ser det; "render de stadigvæk rundt så mange år efter og leger soldater"	(42:32)	17
	B1: Det er det med at gå ud og se, hvad der foregår og møde nogle, man kender. "Gud, dig har jeg slet ikke set det sidste år". Gå ind og få en is, gå ned og få en øl. Alle de traditioner, der er forbundet med det ikke. Stå oppe på volden om morgenens og høre kanonerne blive skudt af. Af musik, så er der hele jazz festivalen. Det er også noget af det, vi er gode til her i byen, det er faktisk musik. Alt muligt og den helt anden genre, hvor vi har Ungdommens Hus. Der er nok ikke så mange her andre end mig, der har været dernede	(44:09)	17
	B5: Det synes jeg er en god, at vi har et tog, en station her i byen. Jeg har solgt min bil, så jeg behøver ikke en bil. Jeg kan cykle rundt, og jeg kan bruge busser, og så kan jeg bruge tog. Hvorfor skal jeg have	(46:29)	17

	en bil? B5: Ellers så har de jo Madsbypark, der er helt gratis for børn. Det er jo en fin ting B6: Det er en rigtig fin ting (49:42)		
Strengths	B1: Ja, og vores skove, altså vi har Hannerup, vi har Fuglsang, Dyreparken, som er nogle fantastiske steder også B1: Ja, det er rigtigt, og så har vi jo også fået en masse penge til de gamle huse inde i byen. Jeg står og kigger lige over på den anden side af gaden. Jeg ved ikke, om de er med i byrenoveringen, men det ser i hvert fald fantastisk ud med facerne og vinduerne, og det ser man jo mange steder i byen. Der er jo også nogle steder, der trænger til, at der bliver gjort noget. Bygningerne er utrolig smukke her i byen, og det var måske også noget man kunne... Altså vi har utrolig mange tårne i byen. Jeg har faktisk en plan om, at en eller anden aften at tage min telefon og gå rundt og fotografere tårne i Fredericia, fordi vi har utrolig mange små kanaper og flotte, flotte bygninger (58:06) B5: Mange flotte borgerhuse i forhold til foreksempel Middelfart, det er sådan mere små fiskerhuse, hvor det er gamle borgerhuse her i Fredericia (58:15)	(50:22)	17
	B2: Jeg synes, når vi er hoppet væk fra det positive... Jeg synes, det er vidunderligt, at parkere inde i parkeringshuset, hvis man har sin bil med ned i byen. Jeg synes, det er et plus for byen, at vi har fået det	(1:12:45)	17
	B6: Og hvad vi har af foreninger og foreningsliv. Det er jo helt utroligt, når man kommer til andre lande, og de hører, hvad vi laver	(1:23:42)	17
	B5: Når jeg har gæster i byen, så bliver de faktisk meget forbavset over, hvor smuk byen er. Så flotte bygninger, der er, og at vi har den kontakt til skoven og vandet, at det er helt fantastisk. Jeg har faktisk ikke hørt det der	(1:27:30)	17
	B1: Jeg har været dybt, dybt betaget af Fredericia. Jeg synes, det er et helt vildt fantastisk sted, vi har, med både med vores evne til "åh, vi går lige ud af din dør, så render vi rundt oppe på volden" eller gå op stranden eller ned til havnen. Jeg synes, det er så unikt. I det hele taget vores bygninger	(1:28:00)	17
	C6: Vi ligger midt i landet. Centralt for hele Danmark	(09:21)	18
	C3: Vi kan passe vores natur inde i vores midtby	(09:26)	18
	C5: Vi har også en god havn (09:34) C3: Strandene C7: Der er mange lystbåde, altså fiskeri og sådan nogle. Jeg kender i hvertfald mange veninder, der sejler fordi vores havn er god (09:44) C1: Vi har jo en helt speciel beliggenhed ved vi faktisk lige inde i midtbyen har stranden oppe for den ene ende, altså (09:54) C4: Vi er faktisk den eneste by i Danmark, der har strande så tæt på midtbyen C1: Ja, og det burde man måske på en eller anden måde.. det kunne man måske markedsføre dig på en eller anden måde, lige netop at man har stranden på den anden side af volden (10:08)		18

	C4: Lige præcis ja. Også er der store erhvervsområder. Ude i Taulov kommer der mange derude, og det er det, vi skal markedsføre byen på (10:16)		
	C1: Men det er også det er rigtig rigtig godt for byen, altså alle de der nye tiltag nede omkring havnen. Når man sådan kommer igennem dernede nu en fredag eftermiddag i forhold til, hvad man gjort førhen, så er der kommet mange flere mennesker på gaden, og lige pludselig er hele det der område helt nede ved værflet, førhen i det der stykke gade der, førhen var det vel egentlig lidt små-lummert	(15:20)	18
Weaknesses	A4: Sådan noget med at holde sterne ude i skoven, det kniber det lidt med	(42:00)	16
	A1: Det man måske kunne, det håber jeg da underligt for byen, det er, at det nye havneområde det bliver attraktivt med cafeer. Men lad os se. Den bærer præg af, at det er en gammel industriby	(52:38)	16
	A3: Ja, der mangler forretninger i Fredericia	(53:15)	16
	A6: Vi kunne godt bruge et højere uddannelsessted, som tiltrak unge mennesker, som kunne holde lidt af café- og butikliv kørende	(53:26)	16
	A2: Ja. En tur ned gennem gaderne en søndag eftermiddag, det er ærgeligt	(55:08)	16
	A4: Sådan har det været de sidste 75 år, hvor man har hørt, at man tog til andre byer og handlede, for Fredericia var ikke noget. Det er jo ikke en handelsby Fredericia (1:24:57)		
	A1: Nej, det er fordi, det er en industriby, og man har stemplet den (1:25:03)		16
Weaknesses	A6: Som studerende der har der i hvert fald aldrig været noget liv. Der har vi altid endt der, hvor jeg har læst. Eks. bytur i Odense eller shopping i Odense, så får mig er det ikke en så positiv by, hvad det angår. Jeg synes, vi har meget at byde på, men der er også mange mangler (1:25:32)		
	A2: Men vi mangler måske, at det kommer lidt mere offentligt frem og lidt længere ud, hvad vi har af positive ting i Fredericia (1:25:42)		
	B5: jeg synes renholdelse af gader, det kunne jeg rigtig godt tænke mig, at man gjorde noget ud af	(14:40)	17
	B1: Hørt B5: Det er så.. Jeg vil bare sige, at det er utrolig nødvendigt både for os der bor her, og for folk der kommer og ser, hvordan det ser ud (14:51)		
Weaknesses	B1: Jamen, bare nu her da der var Tallships, altså se gaderne. Jeg bor selv lige inde i midtbyen. Det så jo herrens ud. Der kom alle de her søfolk ned fra de her skibe, altså de må jo have tænkt "hvad er det her for en svinesti" ikke? Eller hvis der har været et eller andet musik-halløj inde i byen, det er frygteligt, som det sviner (15:07)		17
	B6: Og så dette med, at folk siger "Fredericia er et sted, hvor man skifter tog". På en eller anden måde er det måske forkert, at vi ikke bruger den banegård til at fortælle om Fredericia.	(20:35)	17
	B5: Jamen, jeg har en ting til, og det er, at Fredericia anses jo for at være en god social by, sådan lidt tung i energien, hvor Vejle og Kolding er lidt lettere, fordi det er en uddannelsesby. Og jeg tænkte for mig selv, det er lidt ærgeligt, at den store uddannelsesdel ligger herude i Erritsø, fordi de unge kommer ikke ind til byen. Så jeg vil foreslå, at man tænker lidt over at få mere uddannelse til Fredericia, og så få det inde i byen, hvor de kan være med til at løfte byen simpelthen	(22:45)	17

	B2: Jeg synes jo, det er et stort minus, at Fredericia sygehus lukker. Nu har jeg jo så også arbejdet på det i mange år, og det er bestemt noget folk også går op i, hvis de skal flytte til et sted. Folk med små børn "er der et sygehus i nærheden?"	(23:28)	17
Weaknesses	B2: Det synes jeg er et vældigt minus. Jeg kan godt se det fornuftige i det, bestemt bestemt, med specialer osv., men jeg synes stadigvæk, det er et minus. Jeg har selv små børnebørn og ved, hvor vigtigt det for dem, at der er en skadestue i hvert fald i nærheden, men også for ældre mennesker	(23:38)	17
	B2: Jamen, jeg kan ikke lade vær' med at sige, hvad der er minus. Men et af minusserne ved Fredericia ser jeg som, at den er delt op i fire dele. Vi har centrum inde for voldene, så har vi en nord by, en vest by, og vi har Erritsø, som vi kan kalde sydbyen. Hver især handler vi jo der, hvor vi bor, hvis vi skal snakke om handel. Derfor er det lidt svært at få byen til at hænge sammen, synes jeg. Det var bare lige mit synspunkt. Jeg ved ikke, hvad vi skal gøre ved det. Vi kan jo ikke fjerne volden, og det skal vi bestemt heller ikke	(25:16)	17
	B1: Altså jeg sidder og tænker på, nu kommer der et krydstogtskib her i august, og der skal vist komme de fire næste år. Så ved jeg godt, at de skal til at bygge nede på havnen, hvad jeg ikke er uddelt begejstret for, fordi jeg frygter lidt, at havnen bliver lidt privat. Jeg går næsten dernede hver aften. Det ser også spændende ud, det der er, men lige nu der ligner det B-Æ dernede. Nu kommer der et krydstogtskib, der er smækfyldt med rige turister, så er man nødt til at gøre noget i den anledning dernede. Det er godt nok kun den ene dag, men få lavet et eller andet og få ryddet op dernede, det ligner simpelthen, jeg ved ikke hvad. Så send nogle derned og ryk ukrudt op. Vi skal jo alligevel selv ned og grave de kanaler, ser det også ud til	(29:59)	17
	B5: Og så vil jeg sige, at jeg synes, der skulle en cykelsti ude på Kolding Landevej (35:37) B3: Det vil jeg være enig i B5: Ja, fordi det er sådan et dejligt smukt område, og det er faktisk livsfarligt at cykle derude. Nu cykler jeg derud, fordi jeg har en lille, sådan fyrrhus ting, nærmest et lille kolonihavehus nede ved Damgården, hvor jeg cykler ud. Cyklestien er 50 cm bred, og jeg ringede til kommunen.. (36:00) <i>De snakker i munden på hinanden</i> B5: Den er 50 cm, og styrerne i dag de er 60 brede, og så de der store lastbiler (36:13) B4: Ud mod Taulov der er heller ikke gadelys hele vejen. Jeg cyklede hjem fra Taulov før på min fars cykel, og den har det der lys, der først blinker, når det kører rundt, og det lyser egentlig ikke særlig meget, så det er egentlig svært at se (36:25)		17
	B3: Jeg vil gerne knytte en lille bemærkning. Det er jo generelt, så alt hvad der hedder cykelstier og de steder, hvor der er cykellister, det er jo så ringe, som noget kan være. Det er ikke kun blomsterne, vi har sparet på i byen, vi har sparet på alt dernede. Der er ingen reparationer af noget, og det er jo halv livsfarligt at køre på cykel Moderator: Så der skal flere virksomheder til? B3: Helt sikkert Moderator: Hvordan kunne vi få dem?	(38:04)	17

	<p>B3: Ja, men det er jo, så må kommunen bl.a. være behjælpelige og ligesom lave nogle ordringer, der gør, at det er rimeligt at komme til Fredericia (45:54)</p> <p>Moderator: Så er det billige grunde eller?</p> <p>B5: De sælger jo allerede grunde for at få dem til at bygge</p> <p>B2: Men det er fordi meget foregår i Taulov, og der ligger mange virksomheder, og det hedder jo ikke Fredericia på den måde vel (46:11)</p> <p>B3: Nej, man kunne godt frygte, at mange af dem, der arbejder derude ikke bor i Fredericia (46:17)</p> <p>B1: Der er altid plads til forbedring. Der er noget vækst, der mangler her i byen. Vi mangler nogle ting, der kan få byen til at gro. Få nogle flere penge i kommunekassen, for der er røget alt for mange penge ud af den, da værftet røg, og Kemira røg. Virksomhederne betalte jo mange penge i skat, og folk der er flyttet væk herfra. Altså de penge, vi mangler, det er det, vi skal have tilbage inden vi ryger under administration. Jeg ved ikke, hvordan vi skal gøre det. Nu ved jeg ikke det der kanalby der. Jeg synes, det er fint, hvis der kommer nogle ting dernede, men jeg er lidt imod alle de der boliger, fordi det bliver dyre boliger. Jeg tror bare, vi kommer til at se ligesom alle andre steder, at de kommer egentlig til at stå tomme</p> <p>Moderator: Så der mangler en attraktion nede i byen?</p> <p>B1: Ja, sådan et eller andet, der virkelig kunne trække (49:37)</p>		
	<p>B3: Men hvis man nu bare tog sådan noget som fisk, det er så lige meget, men hvis der nu kunne komme en ny fiskeforretning, og vedkommende lavede sådan en lille research på, om det nu kunne svare sig. Så skræmmer fortiden jo på en eller anden måde, fordi er fredericianerne til det? Altså der er mange ting, som vi måske bare siger, at det er fredericianerne ikke til af en eller anden mærkelig årsag. Det er ikke altting, der kan gå i Fredericia</p> <p>B2: Det man kan sige, vi mangler, det er jo også sådan noget som ungdomsuddannelser. De flytter jo til Kolding og Vejle. Det er det, vi mangler</p>	(47:36)	17
Weaknesses	<p>C5: Man har i Fredericia brug for et eller andet alternativ til de kasser, vi har i forvejen. Lidt eksklusivt ligesom man har det i Vejle f.eks. med de der bølger. Ligesom man har noget eksklusivt i Horsens, så ... (13:48)</p> <p>C6: Og Middelfart</p> <p>C5: Og Middelfart ja. Altså der mangler vi lidt i Fredericia til at sige, "det der, det er det" (13:56)</p> <p>C3: Jeg kunne godt ønske mig noget mere, nogle flere penge til noget oprydning nede i byen. Ihh, hvor det roder altid med affald og skrald og sådan noget. Det er så ulækkert ned igennem Prinsessegade</p> <p>C4: Men det er lige så meget borgernes skyld. Det er jo et spørgsmål om disciplin, det er bare fordi folk er nogle fjolser (16:20)</p> <p>C7: Jeg tænker, at der mangler uddannelser. Altså alle os der er færdige på gym, vi skal væk. Så der mangler noget, eller noget tæt på Fredericia, for at vi kan blive her ellers så forsvinder vi jo. Regner du selv med at flytte tilbage, når du er færdig? (<i>henviser til moderator</i>)</p>	(1:17:43)	17
		(1:29:31)	17
	<p>C5: Man har i Fredericia brug for et eller andet alternativ til de kasser, vi har i forvejen. Lidt eksklusivt ligesom man har det i Vejle f.eks. med de der bølger. Ligesom man har noget eksklusivt i Horsens, så ... (13:48)</p> <p>C6: Og Middelfart</p> <p>C5: Og Middelfart ja. Altså der mangler vi lidt i Fredericia til at sige, "det der, det er det" (13:56)</p> <p>C3: Jeg kunne godt ønske mig noget mere, nogle flere penge til noget oprydning nede i byen. Ihh, hvor det roder altid med affald og skrald og sådan noget. Det er så ulækkert ned igennem Prinsessegade</p> <p>C4: Men det er lige så meget borgernes skyld. Det er jo et spørgsmål om disciplin, det er bare fordi folk er nogle fjolser (16:20)</p> <p>C7: Jeg tænker, at der mangler uddannelser. Altså alle os der er færdige på gym, vi skal væk. Så der mangler noget, eller noget tæt på Fredericia, for at vi kan blive her ellers så forsvinder vi jo. Regner du selv med at flytte tilbage, når du er færdig? (<i>henviser til moderator</i>)</p>	(16:05)	18
		(17:16)	18

	<p>C6: Det er også lidt det gamle image med Superfos, altså det er der jo ikke helt det samme mere, men jeg tror, at det ligger dybt i mange mennesker med skorstenene inde i Fredericia (17:46)</p> <p>C4: Det der måske er svagheden, det er måske, at man ikke helt kan komme videre fra det image. Man kan ikke rigtig sige, at vi er en arbejderby, fordi der er vi ikke rigtig længere. Specielt inde for voldene, der er ingen fabrikker, der er ingenting længere. Det er ligesom ved at være slut, så svagheden er i og for sig at få et nyt image (18:04)</p> <p>C1: Ja, og få sig arbejdet op fra det der gamle levn af, at Fredericia var industriby, og Fredericia var dit, Fredericia var dat. For sig arbejdet op og komme ud af den der dårlige cirkel med, at ... og så få os solgt på nogle af de gode ting, vi har. Volden, stranden og hvad der ellers er af gode tiltag (18:25)</p>		18
Weaknesses	<p>C5: Ja, den mangler arbejdspladser jo. Jeg synes generelt, at de er dårlige til at få solgt nogle af de grunde, de har til at ligge ude i Taulov</p> <p>C1: Eksempelvis har Fredericia også en rigtig, rigtig død plet inde i den gamle føtex. Hele den gågade, den er jo nærmest død. Så dem der har budt ind i Jyllandsgade, de har tænkt kreativt dem, der har fået forrenninger nede igennem Jyllandsgade (20:31)</p> <p>C6: Der er også lige rigelig med, hvad hedder det, ejendomsmæglerkæder, og banker og forsikrings. Altså sådan på gågaden, det fylder simpelthen for meget (20:42)</p> <p>C3: Vi har ikke det der caféliv, som de har i Kolding gågade, hvor der bare ligger en café på hvert gadehørne med god kaffe, det kan folk ikke her i byen (20:47)</p> <p>C4: Og det er også det med, at lige så snart butikkerne lukker kl 2 (14), så klokken fem minutter over to, så er alle mennesker gået hjem. Der er ingen mennesker nede i byen længere (20:58)</p> <p>C7: Der er ikke så mange butikker i det hele taget, altså det er virkelig et lavt udvalg. Der kører man hellere et andet sted hen (21:05)</p>	(18:43)	18
	<p>C1: Men små specialebutikker. Man hører ofte, at os der bor ude i den her del af byen, jamen vi kører lige så tit til Middelfart og handler, som vi kører ind til Fredericia midtby. Det er jo fordi, at derovre kan små lokale butikker godt gå</p>	(21:47)	18
	<p>C3: Så synes jeg lidt, vi har mange udsatte mennesker gående rundt inde i midtbyen. Nu bruger jeg midtbyen meget, vi bevæger os meget. Nu arbejder jeg så oppe ved en tandlæge, hvor der kommer mange af de her udsatte mennesker, som skal have hjælp af kommunen. Det er en stor rodebutik for at skulle ringe ned til dem og snakke med dem. Det foregår kun mellem kl. 9 og 10, og så får du fat i de helt forkerte mennesker, for at kunne hjælpe det her stakkels menneske</p>	(22:38)	18
Grow Your City	<p>A1: En af planerne det er, at man vil meget gerne integrere de kommende brugere, og de skal lære at bruge området, inden det blev til en byggeplads..... Det er faktisk sammenholdet, det er det, vi har derude fra</p>	(03:45)	16
Influence	<p>A2: Ja, det ville der også blive taget rigtig godt imod. Når jeg f.eks. beder om ekstra timer, hvis jeg føler, at det er det, jeg har brug for, så får vi det også. Altså foreningslivet er jo egentlig en dejlig ting, så du er meget med. Det kan godt være, at du ikke er med til de alleryderste rammer, men for dine egne rammer har du stor indflydelse</p>	(23:31)	16

	<p>A5: Absolut. Golfklubben består af en bestyrelse, men det er så et udvalg, der tager sig af de nye og lærer dem, hvordan man gør, så de føler sig godt tilpas og kan komme godt i gang. Vi kan faktisk også sige, at sådan og sådan vil vi have det, så får vi det også. Så jeg synes, at der er meget stor indflydelse. Jeg er med, fordi jeg synes, at det er dejligt og møde mennesker, der er glade. Når man melder sig til sådan noget, så er det jo fordi man kan lide det. Man får positive tilbagemeldinger, det er i hvertfald derfor jeg gør det</p>	(24:25)	16
	<p>A6: Selvfølgelig er vi centralt styret i forhold til at der er et hovedkvarter i København, men vi har egentlig rigtig meget selv at skulle have sagt i de forskellige lokalforeninger. Både med hvilke projekter, vi vil køre, og nu har vi jo lavet sommerlejr i Fredericia, og vi har valgt at lave den her oplevelsesklub, og så har vi haft forskellige fund-raiser projekter også. Det er noget, vi finder ud af som lokalforening, hvad vi gerne vil, og hvad vi magter at tage på os som frivillige, altså det har også meget at sige. På den måde har vi meget selvstyring, synes jeg, og i selve lokalforeningen har vi så selvfølgelig en bestyrelse, som jeg også er medlem af – eller ledergruppe kan vi kalde det. Men vi holder møder, hvor alle er med, så det er sådan, at alle bliver hørt, og alle der har en idé, de kan bare fremsige den. Den bliver som regel taget op og så snakker vi om det, ja det er meget demokratisk i virkeligheden. Nogle gange næsten lidt for demokratisk, der går rigtig meget snak i den, så det er meget åbent og frit</p>	(25:42)	16
	<p>A1: Ja, faktisk mere eller mindre. Altså jeg kom med et forslag, satte det op, og så ... I bestyrelsen var så borgmesteren og bestyrelsесformanden for Realdania, Carsten Koch, én der hed Mette Lis, og så var det selvfølgelig direktøren indenfra FredericiaC, men han er lige holdt op. Men nu er det lidt som om, at det er gået i stå. Jeg ved ikke, om det er fordi, at jeg er holdt op, men det skal man ikke sige. Men når jeg kommer derved, så siger de "aha, hvor vi savner dig xxx til at få det til at se ordentligt ud"</p>	(32:21)	16
	<p>A4: Nej, det ligger vist fast</p>	(36:59)	16
	<p>A4: Nej, det er skydedagene og sådan noget, men det ligger altså fast med sådan noget, hvordan man gør, det kan vi ikke rigtig rykke så meget ved</p>	(37:51)	16
Influence	<p>Susanne: Okay, når du så har haft den her dialog med kommunen, har du så følt, at du er blevet hørt, og du har fået ejerskab, og det er dig, der har tesen på de her ting? Eller er det dem, der bestemmer, hvordan tingene skal foregå?</p> <p>Jørn: Ja, det er jo spændende. Fordi det har netop med det sidste, du siger der, det var vi jo også lidt nervøse for, at det så var endt med, at det var dem, der satte dagsordenen. Det er nok der, hvor jeg har været mest positivt overrasket, at det har tilhørt os at fortælle dem, hvad vi gerne vil have, og så skulle de nok rette ind. Det er i hvertfald den klare fornemmelse, vi har fået, da vi gik derfra, hvor vi gik og sagde "hold da op", altså det er snart for meget ikke? Man kan sige et eller andet sted er det jo foruroligende, at vi har haft tankegangen, der gik den anden vej, men det er måske fordi man tænker med kommunen, at det er et tungt system</p>	(17:29)	21
	<p>Jørn: Ja, det fortsætter. Så alt andet lige, så vil jeg sige, at Fredericia Kommune føler jeg, det kan godt være, at det er noget, jeg bider mig ind, men jeg føler, at de har taget ved lære ved det, som</p>	(28:58)	21

	foreningerne har gjort. Der er i hvertfald sket en positiv forandring, så derfor er jeg da positiv med hensyn til Fredericia Kommune. De er ikke alene indstillet på, at vi gør det her, fordi vi skal spare penge, vi gør det for, at det hele går op i en højere enhed		
	Susanne: Når I så får den million får I så selv lov til at bestemme, hvad den million skal gå til? Jørn: Ja, det kan man sige. Der er ikke så meget at snakke om, fordi der er jo en løn, der skal betales, og så er næsten alle pengene væk. Så er der måske en kvart million tilbage, som vi kan jonglere med (33:33)	(34:58)	21
	Jørn: Nej, det er det ikke. Det eneste, de gør, det er jo, at de har revision på, men det har jo ikke så meget med det at gøre. Det er bestyrelsen, der bestemmer.		21
Influence	Susanne: Så hvem er det egentlig, der tager beslutningerne om, hvilke aktiviteter, der skal sættes i gang? Har kommunen noget indflydelse på det? Jørn: Nej. Susanne: Så det er jer 100 % ? Jørn: Ja. Der er ikke noget indblanding fra kommunen hennede andet end det økonomi, som har været overstået	(37:08)	21
	Jørn: Det drejer sig om, at vi alle sammen får en rimelig del af kagen, som er tilrådighed	(41:02)	21
	Susanne: Og I er med indover beslutningerne og bliver respekteret?	(42:58)	21
	Jørn: Ja, det synes jeg		
	A2: Men ellers er det jo generelt bestyrelser, der har kontakten til kommunen. Jeg vil ikke have den direkte kontakt til kommunen, det ville være gennem bestyrelsen, at man måske skulle komme med nogle forslag A2: Men det lyder også lidt som om, at det er kommunen, der har en opgave i at informere om, hvad mulighederne er	(43:38)	16
Contact with the municipality	B3: Alt det der, det tyder lidt på.. Nogle af tingene skal man selv opsøge, men det er jo sådan noget, der står i Fredericia Dagblad eller i Elbobladet eller hvad det nu er. Jeg tror, at umiddelbart så virker det til, at man er ved at blive bedre til det, end man har været	(01:02:26)	16
	Moderator: Men du manglede at høre noget fra, om det er blevet til noget? B2: Ja, men jeg kan da konstatere, at det ikke er blevet til noget (57:12)		17
	B6: Jeg synes kommunen viser, de sidste år i det mindste, at de er interesseret i demokratiet. Det er jo svært at få os i gang. Demokrati det er svært. Det er mange mennesker. Jeg synes, de er åbne over for, at folk godt må komme og sige, hvad de har lyst til	(56:36)	17
	Moderator: Okay, men du snakkede så om tidligere xx (<i>henviser til C2</i>), at du havde været i kontakt med kommunen. Hvordan vil du betegne den oplevelse?	(59:45)	17
	C2: Jamen, det var dårligt. Det var simpelthen dårligt, fordi jamen den ene ved ikke, hvad den anden laver. Sådan er det (23:55)		18
	Jørn: De har dialogmøder ude på VUC, der mødte jeg hende ude, og så sagde jeg, om ikke jeg måtte	(14:31)	21

Contact with the municipality	<p>invitere hende til et møde. Jo jo, det måtte jeg gerne. Der gik så en måneds tid, så sad vi dernede på Farmors Café igen sammen med hende, og det brændte hun meget for. Hun lovede, at det skulle hun nok sørge for, og det gjorde hun. Hun gik ind til det næste udvalgsmøde, og så sagde hun "sådan, sådan og sådan, Børns Voksenvenner, det og det og det", og så til lederne af Børn og Ungdomsudvalgene i byen fik så besked på, at de skulle sørge for at skabe en kontakt med os. Og det kørte jo så "dum, dum, dum" (<i>tegner med hånden på bordet</i>) mere stigende indtil det kom til embedsfolkene, og de blev så inviteret til et personalemøde en dag på rådhuset, hvor vi fra bestyrelsen også kom, og så satte vi os ellers derinde og fortalte, hvad vi gerne ville. Så blev der delt ordrer ud til nogle forskellige ledere der, og så var det konfirmeret, og så kørte det</p> <p>Jørn: Jamen, det var dem, der fortalte og satte os i nogle grupper, hvor vi sad og skulle slumre indenfor de grupper, og så skulle vi skrive gule lapper, altså den kendte oppe på tavlen, og så blev det plukket ud, hvor mange der lignede hinanden og sådan noget. Så havde man et facit af gule lapper, som måske var en tiende del af det, der var, som vi havde valgt ud (21:50)</p> <p>Susanne: De frivillige eller kommunen?</p> <p>Jørn: Jeg ved det ikke. Altså det går jo så stærkt. De fungerer jo fint på en arbejdsplads, hvor ledere og alle bliver sendt afsted til sådan noget, men i frivillighedens verden var der mange, som hoppede af med det samme, fordi de forstod slet ikke, hvad der foregik. Jeg vil sige, at initiativet var godt nok, men det gik for stærkt (22:12)</p> <p>Susanne: Okay</p> <p>Jørn: Og vi går derfra med en fornemmelse af, "hvad skete der egentlig her? Men nå ja, vi ser jo nok facitet, når det bliver realiseret", men der kom aldrig noget (22:24)</p>		
Contact with the municipality	<p>Jørn: Nej, der går så et år, og vi bliver inviteret igen, og det var lidt af det samme. Så var der så flere foreninger, der havde gået og rumlet lidt, hvor vi så sagde "lad os nu lige se", nu var vi lidt mere skeptiske om, hvad der foregår. Så vi var spændt på "siden sidst," men altså det var der ikke noget af, men det var lidt det samme, hvor vi skulle mødes i de grupper, og der var nogle, som skulle holde nogle taler, og så hernede var der så spørgsmål fra salen (<i>tegner en dagsorden, hvor det sidste punkt var spørgsmål fra salen</i>) og dialog fra salen. Men det viste sig så, at da klokken blev 21 eller 21.30, at der var slet ikke noget hernede (<i>pegner på det nedeste i en dagsorden</i>). Der var en masse, der havde stået og snakket</p> <p>Jørn: Ja, hvor det handlede om netop den måde, som vi kommunikerede eller den manglende dialog. Det manglende dialogmøde, det lykkedes for os at få sagt det så mange gange, at det kom op i byrådet, hvor det blev hørt af hele byrådet, at det ikke var et dialogmøde, det var en monolog møde. Det var jo herligt, det var det vi ville. Det var det, jeg mente med, at nogle gange kan man sige tingene så meget, at det bliver sandhed. Vi havde egentlig bare benyttet de metoder, som vi fornemte, at politikkerne bruger, og det resulterede i, at de pludselig var villige til at holde et møde mere, et ekstraordinært møde oppe på IP Schmidt Gården, hvor de kom mange. Der kom faktisk rigtig mange mennesker, som var inviteret fra foreninger. Kun foreningsfolk</p>	(23:18)	21
Contact with the municipality	<p>Jørn: Ja, hvor det handlede om netop den måde, som vi kommunikerede eller den manglende dialog. Det manglende dialogmøde, det lykkedes for os at få sagt det så mange gange, at det kom op i byrådet, hvor det blev hørt af hele byrådet, at det ikke var et dialogmøde, det var en monolog møde. Det var jo herligt, det var det vi ville. Det var det, jeg mente med, at nogle gange kan man sige tingene så meget, at det bliver sandhed. Vi havde egentlig bare benyttet de metoder, som vi fornemte, at politikkerne bruger, og det resulterede i, at de pludselig var villige til at holde et møde mere, et ekstraordinært møde oppe på IP Schmidt Gården, hvor de kom mange. Der kom faktisk rigtig mange mennesker, som var inviteret fra foreninger. Kun foreningsfolk</p>	(25:11)	21

	Jørn: Ej, det er nok. Der er sket et rigtig skred i det med det nye byråd	(29:14)	21
Do something	A3: Det er også forfærdeligt, at der er så mange, der siger, at Fredericia er en kedelig by. Men det kan jo ikke hjælpe noget, at alle tager til Middelfart, Kolding og Vejle, hvis man skal opleve noget. Så må man så begynde at gøre noget selv også, men alle siger, at det er kedelig by, og der er ingen butikker, og der er ikke noget handel	(53:00)	16
	A2: Men altså vi kan jo alle sammen gøre noget for det. Jeg ved ikke, om det er fordi, at det er en gammel statsby, vi er en gammel garnisonsby. Vi havde et kæmpe DSB og et kæmpe P&T, altså der har været rigtig mange statsansatte i Fredericia. Så Fredericia har i mange år været præget af det her "Ej, det går ikke" og "ej, det kan vi ikke klare". Vi mangler sådan en mere positiv ånd. Nu er det jo ikke sådan en statsby mere, som det har været med tjenestemænd, men det hænger stadig i mange "det der, det kan ikke gå i Fredericia"	(56:42)	16
	A2: Jamen, der mangler simpelthen noget inspiration, noget gå-på-mod til at komme i gang med det. Jeg synes tit man støder på "ej det ville ikke gå her"	(56:59)	16
	B6: Vi har lige så meget i Fredericia, som de har i Kolding, der er ingen forskel. Der er bare noget inde i folks hoveder. Det er de samme forretninger	(1:10:46)	17
	B1: Der er nogle ting, der skal ændres, men det må vi jo så gøre noget ved	(1:26:47)	17
	C2: Jamen altså, man kan jo ikke brokke sig, hvis ikke man gør noget	(27:02)	18
Citizens are not coming back	Jørn: Ja, specielt at vi sagde fra. Det er det jeg mener med, at man skal også huske selv at melde ind ellers forbliver ting ligesom man tror det er, så ja specielt efter det sidste	(47:23)	21
	A6: Ja, jeg har selv været i Odense, hvorefter jeg tog til Århus. Jeg er så blevet boende, fordi det er praktisk på grund af familie og sådan nogle ting, men altså jeg kunne lige så godt have flyttet, hvis det var.. Jeg kunne også godt have fundet på det, hvis det havde kunne lade sig gøre. Så jeg tror, at de flytter fra byen, og så kommer de måske ikke tilbage, og det savner vi lidt inde i byen	(53:59)	16
	B4: Jeg vil ikke blive boende, når jeg er færdig	(34:11)	17
The musical academy	C7: Jeg tænker, at der mangler uddannelser. Altså alle os der er færdige på gym, vi skal væk. Så der mangler noget, eller noget tæt på Fredericia, for at vi kan blive her ellers så forsvinder vi jo. Regner du selv med at flytte tilbage, når du er færdig? (<i>henviser til moderator</i>)	(17:16)	18
	A1: Ja, og den bliver også rullet ud i København. Det giver også PR den vej (57:35)		
	A6: Man kunne måske godt satse noget mere på det, når vi nu alligevel har et teater		
	A1: Ja, jeg synes da, at man skal udnytte det kulturelle i byen, og man har også akademiet deroppe, som klinger nogle gode nogle (57:49)		16
Everyone should have a voice	A2: Altså hvis ikke Peter Møller han havde været så god til at holde fast i det deroppe, så havde det også flyttet til København. Det var jo på vej væk på et tidspunkt (58:01)		
	A3: Og så tror jeg også bare, at man skal have nogle af dem, som sidder i bestyrelser, og dem som sidder og skal bestemme, hvad der skal foregå, det skal være alle aldre. Det kan ikke hjælpe noget der er.. Enten er det for gamle eller også er det for unge, der sidder der, fordi der skal være noget til alle.	(58:51)	16

	Der er mange meninger og forskellige meninger, der skal blive hørt		
	A3: Nej, for der er altid nogle grupper, der aldrig får opfyldt nogle af de ønsker, de godt kunne tænke sig eller komme til	(59:01)	16
	C7: Altså jeg synes også godt, de kunne komme ud på skolerne, også folkeskolerne, fordi det bliver jo ikke passet på, altså nede på stranden også. Det er jo fokeskolerne og gymnasieeleverne, der er jo dem, der ødelægger det. Så det kræver også, at de kommer ud. De kan jo sagtens holde et foredrag oppe på skolen i frikvarterne, altså det ville jo blive hørt overalt. Ellers ville vi jo ikke høre det. Vi aner jo ikke noget om, hvad der sker (50:30) Moderator: Okay, så komme ud på de steder, hvor den yngre aldersgruppe er? C7: Ja, os der ikke læser Fredericia Dagblad (50:36) C6: Ja, man kan jo bruge det i en time simpelthen for alle i folkeskolen, så man kunne høre, hvad eleverne har at sige (50:47)		18
Tell their ideas	A5: Altså for nylig har der været nede i den gamle føtex, hvor man har kunne skrive sedler på vægge om, hvad man har ønsket. Der har også stået i avisene og skrevet meget om det. Hvor meget det bliver hørt, det ved jeg ikke. Ellers så ved jeg da heller ikke hvordan A2: Der er da mange, der får sat en god debat i gang med læser breve (59:50) A3: Men hvor langt det når så, sådan et læser brev, om det bliver hørt, det ved jeg ikke (59:59)	(59:31)	16
	A2: Hvis man har noget, man brænder for, jamen så tror jeg ikke, man behøver at vide, hvem man skal henvende sig til. Jeg tror bare, at man kunne gå på rådhuset, borgerservice eller hvor det var og spørge "jeg har nogle tanker, jeg gerne vil af med, hvad for en afdeling hører det under?"	(1:00:25)	16
	B1: De kunne måske også lave en Facebook-side, hvor de sådan annoncerede alle de forskellige ting, der var. Der er utrolig mange mennesker på Facebook ikke, og måske kunne køre noget dialog. "Altså den idé synes jeg er dårlig", og så lige pludselig er der 50 andre, der har skrevet	(59:56)	17
	B3: Du er nødt til at lave et medie, som bliver set af så mange som overhovedet muligt. Altså sådan en stakkelse som mig, der ikke bruger Facebook. Jeg kommer måske en dag, men en blanding. Man kan jo godt bruge begge dele. Det er heller ikke alle, der holder Fredericia Dagblad	(1:00:46)	17
	C6: Jeg ville på en eller anden måde have lyst, men jeg vil alligevel også hele tiden være bange for, at jeg ikke har nok ideer til at komme med i sådan en gruppe. Det er jo ikke sådan, at ligefrem flyder over med ideer	(28:40)	18
	A6: Ja, hvis man kan stemme om det. Altså hvis det ikke bare var sådan, at man bare blev hørt og så forsvandt det, men hvis man kan give sin mening til kende gennem antal og sige, at det her det er der virkelig folk bag, så ville jeg gerne være med	(1:01:53)	16
	A6: Det skal være mere synligt, at der kan være en åben dialog, tror jeg. Fordi jeg ville ikke gå ind på hjemmesiden selv, men jeg sidder og tænker på busstoppesteder. De der plakater, et eller andet reklame på en eller anden måde, som gør, at man bliver opmærksom på det. Noget, som fanger blikket en gang imellem, noget uddeling til Open By Night, eller nogle der står og snakker. Sådan at man får	(1:03:06)	16

	fat i de mennesker, som ellers ikke selv ville opsøge		
	A6: Ja, jeg vil bare gerne se nogle resultater	(1:04:42)	16
	B1: En kombination på en eller anden måde, hvor man ligesom samlede op på alle de der forslag, der kommer bagefter. Det tror jeg var en god idé	(55:58)	17
	C6: Jeg tænkte bare, at man skal heller ikke lave borgermøderne alt for store, så på den måde, så er det bedre, at man laver flere borgermøder, der er mindre, fordi der er ikke én, der tør sige noget i sådan en kæmpe forsamling	(52:32)	18
Citizen meetings in the future	C2: Jamen, det forter [kræver] jo, at man får det at vide Jørn: Tal til hinanden med respekt for hinanden, så lykkedes det i den sidste ende, og det er i hvertfald også noget af det, der har været med til, at der er kommet skred i det. Men også den forandring, der skete, da det gik op for byrådet, at der var nogle, som virkelig følte sig trådt på, og mange de sagde "vi gider det ikke mere, væk med det", og det var jo en katastrofe for kommunen	(53:23) (30:28)	18 21
Letter with citizen survey	A5: Nej, for vi blev enige om, at når der ikke var mere styr på det, så virker det forkert	(1:03:55)	16
	A5: Jeg har ikke selv fået det, men det virker negativt at få to breve med tre dages mellemrum, hvor der står det samme i (1:04:52)		16
	A3: De har ikke styr på, hvad de sender ud. Det var også noget, jeg tænkte på. Gu ved om det bare er noget, de sender ud for at ... (1:05:02)		
	B5: Jeg tror, når de laver sådan en direkte gruppe på 1500 mennesker, de spørger ind til, så tror jeg man bliver lidt mere aktivt og får lyst til at deltage	(55:40)	17
	C1: Men der mangler måske nogle oplysninger, men det er da positivt, at man tager initiativ til det, synes jeg og høre borgernes om deres meninger	(27:52)	18
	C1: Altså for mig, så er det tilpas uforpligtende for mig at skulle udfylde noget på internettet og anonymt, hvor jeg ville mere synes, hvis jeg skulle sidde i en eller anden fokusgruppe eller arbejdsgruppe, så ville jeg i hvert fald vide dagsordenen for, hvad det er, der skal foregå på det møde. Jeg ville ikke bare melde mig til at skal være med i et eller andet panel uden, at jeg ved, hvad det er, vi skal snakke om. Der bliver det for mig mere uforpligtende, når jeg kan sidde hjemme ved min egen computer og svare på det	(30:24)	18
Hear about activities	A1: I vores tilfælde der brugte vi jo meget Elbobladet, hvor vi havde artikler. Fordi det er et medie, som mere eller mindre alle får. Det er noget andet end Dagbladet, som folk betaler for. Brug lokalaviserne til at komme ud (1:06:59)		16
	A4: Jeg tror nok sådan noget som Elbobladet og ugeavisen. Dagbladet		
	A1: Nå nej, Dagbladet det er jo ikke alle, der holder det. Man skal bruge de her gratis-aviser (1:07:17)		
	A1: Nej, man kan også bruge lokal-radioen. Jeg ved ikke, hvor mange der bruger den her	(1:07:25)	16
	Moderator: Så emails, nyhedsbreve?		
	A7: Ja		16
	A5: Ja, det var en god idé (1:07:52)		

	<p>A2: Vi får da i forvejen både fra det brunske pakhus og nyhedsbreve om, hvad der er af musik i byen. Men som du var inde på før (<i>henviser til A6</i>), alle de her standere vi har i byen, er jo en rigtig god reklamesøjle. F.eks. ved busstoppesteder, hvor det er lavet ganske smart, at der er bykort på den ene side ved mange af dem, og så kan man så reklamere</p>	(1:09:08)	16
	<p>A1: Så skal der være kommunen, der administrerer det her, så hvis man kunne stole på det, at de har en side, som de opdaterer om, hvad der skete i kommunen, så kunne man sende ind til den. F.eks. at "hr og fru Nielsen de er interesseret i at oprette en løbeklub, er der nogen, der vil være med til at støtte den" eller sådan et eller andet. Man skal bare have nogle, der kan administrere det ordentligt</p>	(1:09:50)	16
	<p>A3: Eller dele nogle flyers ud, gå rundt i butikkerne. Altså i Stafet For Livet der var vi jo nogle, der kørte ud og satte op på lygtepæle, og vi får alle sammen sådan en stak med hjem, som vi skal dele ud eller give til kunderne alt efter, hvad man laver</p>	(1:10:53)	16
	<p>A6: Jeg tænkte på et samarbejde med frivillig centret og kommunen. Frivillig centret er et rigtig godt sted. De kunne måske lave den der funktion på hjemmesiden, for de ved jo alt om, hvad der foregår her i byen, og jeg tror, det ville være godt, hvis man have et fælles nyhedsbrev, så man kan sige "okay, hvad sker der i denne her måned", der har skydeklubben eller foreningen det her arrangement. Begivenheder af alle mulige arter, så det kom fra et samlet sted</p>	(1:11:28)	16
	<p>A1: Ja, men altså i f.eks. Kerteminde, der styrer turistbureauet meget. Hver beboer i kommunen er medlem af 2,5 frivillig, altså de går meget op i det. Men det er turistbureauet, der går meget op i det</p> <p>A3: Men det gør vi da også meget ud af, når vi kommer til andre byer, så går vi da tit til turistbureauet for at se, hvad sker der her i byen. Men nu er der jo også alle os, der bor her, som man skal finde ud af, hvor man så får det opsøgt (1:12:20)</p>		16
Hear about activities	<p>A1: Ja, for det er det, vi prøver på. Vi har "det og det der løb", og det skal turisterne også vide. Vi har sejlerne, som har noget med turistkontoret at gøre. Og voldene, så det kan godt være, at man får mere ud af at arbejde sammen med turistbureauet i stedet for en kommune (1:13:10)</p> <p>A2: De vil jo i forvejen have en hel del flyers of pjecer liggende om Fredericia (1:13:19)</p>		16
	<p>A6: Ja, lave en app, hvor man hele tiden fik, når der var et eller andet</p>	(1:13:44)	16
	<p>A6: Ja, evt. nyhedsbreve eller hvis man er med i et eller andet møde</p>	(1:23:48)	16
	<p>B6: Og så dette med, at folk siger "Fredericia er et sted, hvor man skifter tog". På en eller anden måde er det måske forkert, at vi ikke bruger den banegård til at fortælle om Fredericia. Altså vi kunne måske fortælle og vise de der placher med det fantastiske FredericiaC, når det nu kommer. På en eller anden måde fortælle dem, der står og venter på tog eller går ned på en anden perron, og så sige "hov, sker der også det her". Hvis man kunne på en eller anden måde, fordi der kommer de. Der skal vi ikke opsøge dem. Jeg ved ikke, om det er muligt. Der er jo masser af standere, men de koster sikkert noget, for nu er det jo DSB, nu er det jo nok privatiseret. Det var i det mindste et sted, hvor man kunne få andre i tale, som også skal have en ændret holdning til Fredericia</p>	(20:35)	17
	<p>B4: Jeg læser ikke nogle aviser, så jeg skal have det over internettet. Det er der, jeg kigger mest</p>		17

	(1:02:35) Moderator: Så skulle det være på Fredericia's hjemmeside eller på Facebook? B4: Det skulle være noget sociale medier, som størstedelen bruger mere tid på at kigge på alt sådan noget andet (1:02:45)		
	B5: Så kan man bede en journalist skrive om det, det er jo det, man gør. Så kan man være heldig i f.eks. Grow Your City, at de har fået tv på også	(1:02:20)	17
	B2: Jamen altså, jeg synes. Jamen jeg er så gammeldags, jeg kan godt lide, at det bliver annonceret i aviserne. Jeg får først dagbladet et par dage efter, det er udkommet, så det er jo bedst i vores gratisavis, vil jeg nok sige. Men ellers sidder jeg tænker på, vi har lige haft noget koncert. Jeg synger i mandagskoret, og vi har lige haft noget jubilæumskoncert, og der havde vi FredericiaC TV til at komme og lave en foroptagelse	(1:03:23)	17
Hear about activities	B2: FredericiaC TV, det er sådan noget lokal-tv, som mange kan tage. Jeg kan ikke, men der kan man også kontakt. De vil meget gerne høre, hvis der sker noget og komme og lave lidt om det	(1:03:40)	17
	B6: Hvad så med lokal radio, hører I det?		
	B3: Nej, VLR <i>Alle siger nej</i>		17
	B1: Nej, så skal det være kanal 94. Vi har også TV Syd, men det skal være stort i dag for at TV Syd kommer ud. Det skal nærmest være drama før de gider lave noget (1:04:28)		
	B2: Altså vores regionalradio, i det her tilfælde kanal 94, de havde jo tidligere, f.eks. fredag hvor de bragte, hvad der skete i weekenden, men det stoppede de med. Det var en rigtig god ting	(1:04:50)	17
	B1: De kunne måske også være, det var en side på tekst-tv, man kunne bruge. Jeg bruger faktisk tekst-tv utrolig meget til at læse nyheder og sådan noget. De er rigtig dårlige til at fortælle om det i radioen	(1:05:06)	17
	C3: Vi har så mange af de der standere stående mange steder. De kan klippe noget op på dem. De står alle steder, lige til at kigge på. Alle dem der, hvor der er bykort på den ene side og et eller andet oplysning på den anden side	(32:24)	18
	C6: Dem er der mange af os, der ikke ser. Altså jeg ser da ugeaviser (32:27)		
	C4: Ja, jeg tænker også, det er nok mere avis (32:35)		
	C6: Mail synes jeg også (32:37)		
	C1: Altså nu har de opfordret til, at man sidder i sådan et borgerpanel, og de gerne vil høre borgerne i Fredericia, så var det da nemt lige at trykke på knappen. Eksempelvis dem de har mailadresser på, der har meldt sig til borgerpanelet, de kan da nemt lige få en mail om, "nu sker der de og de ting i byen", så kunne man da få det via mail (33:00)		18
	C3: Eller man kunne få mulighed for at tilmelde sig et nyhedsbrev, som Fredericia kommune sidder og laver (33:05)		
	C1: Eksempelvis så er der den der i avisens "det sker i Fredericia", hvor der er for en måned ad gangen. Altså den kunne man jo lige smide ud i folks mailboks	(33:28)	18

	<p>C6: Hvis man så gjorde det også, at man ligesom med tv-programmet på ens telefon, så kan man sætte den til med en alarm eller sådan noget, fordi nogle gange.. Altså jeg kan læse en dag, at "det kunne jeg godt tænke mig at komme til", men så har jeg bare glemt det, når jeg kommer til den dag, så er der noget andet, jeg gerne vil</p> <p>C7: Jeg tænker bare en facebook-side, men det ved jeg ikke, om de allerede har, altså bruge de sociale medier</p> <p>C7: Det kan godt være. Jeg gad i hvert fald ikke have en mail, det er træls (34:43)</p> <p>C4: Ja, det er måske den rigtige måde, men hvis de bruger Facebook og en app for eksempel, det er nok mest de unge, de rammer der (34:57)</p> <p>C6: Det er nemlig det. Én ting er ikke nok (35:01)</p> <p>Moderator: Hvad så den anden slags møder, for nu er det her jo et møde, hvor der er plads til dialog. Hvad med den anden slags møde, hvor kommunen inviterer jer til, at I bare kan komme ind og høre om, hvad deres planer er, ville I så møde op til det? Altså forskellen på, at man har mulighed for at stemme og dialog eller man bare har mulighed for at høre?</p> <p>C3: Det var nok bare det, jeg gerne ville have på en mail (45:49)</p> <p>C3: Kom ud og snakke med den generation, som ikke går og køber aviser hver dag (47:14)</p> <p>Moderator: Men hvordan skulle de så spørge jer?</p> <p>C4: De skulle f.eks. lave en app. Alle unge mennesker bruger da i hvert fald en telefon (47:23)</p> <p>Moderator: Så ville du gå ind i app'en og se, hvornår der var nogle ting?</p> <p>C4: Ja, eller få den til at poppe op med et eller andet og sige "nu sker der det og det" (47:27)</p> <p>C3: En notifikation, hvor man kan gå ind og læse et eller andet nyt, hvor man selv kan gå ind og kigge</p> <p>C4: Det ville da være meget nemmere, for så slipper du for at læse alle de skide reklamer i aviser. Så får du bare det, du har brug for at vide, der kommer der (47:42)</p> <p>Moderator: Så man kan specificere på en eller anden måde, hvad man har lyst til at få at vide?</p> <p>C4: Ja, eller bare at den handler udelukkende om ting, der sker i Fredericia, og ikke en reklame for sko eller et eller andet mærkeligt, tænker jeg (47:53)</p>	(33:59)	18
Hear about activities	<p>C3: Ja, men uanset, hvis der nu kom en app med en invitation til et borgermøde, så var det jo måske noget.. Altså der er nogle, der læser en avis, der er nogle, som vil tage en app, og så er der dem, der går i en folkeskoleklasse. Hvis nu der sidder en eller anden virkelig engageret 14-15 årig, der bare har et eller andet at sige, den person får aldrig nogensinde at vide, at der er et borgermøde i dag, fordi det kommer aldrig ud til den person, der sidder og tænker "jeg vil gerne". De får aldrig nogensinde at vide, der er et borgermøde, det kommer aldrig videre. Der kunne man godt sætte sig på skolen</p>	(51:21)	18
Hear about activities	<p>A3: Ja, jeg ville gerne have været. Jeg synes, at der mangler nogle frivillige til også at fortælle lidt om, at det ikke skal se så rodet ud dernede, som mange snakker om. Det er alt for rodet dernede, det bliver ikke holdt ordentligt</p> <p>A3: Ja, og det er da meget fint, at der kommer nogle forskellige meninger, så det ikke kun er de</p>	(1:15:01)	16
Volunteer project group		(1:15:25)	16

	samme, så der kommer fra alle aldre. Fordi når man går dernede eller tager en cykeltur dernede, så er det jo alle aldre, der er dernede. Der er jo også rigtig mange, der står og fisker dernede		
	B1: Det kunne da være rigtig spændende	(1:07:22)	17
	B1: Det kunne nok godt være. Det er mere det bagefter, for bagefter sidder man der måske med en en eller anden flad fornemmelse, fordi man har brugt sin tid på det, for at finde ud af, at det løb er kørt alligevel. Den opfattelse har jeg haft, men det kan forhåbelig ændre sig. Det er også sådan med de der borgermøder, hvor man tænker et eller andet sted, så er tingene vedtaget på forhånd, så hvor meget hjælper det så egentlig, at du kom?	(1:07:46)	17
	C4: Ja, det ville jeg helt sikkert. Både for at komme med ideer, men også lige så meget for at kunne følge med i det også	(29:21)	18
Makes sense to involve the citizens	Moderator: Men det giver mening, at man involverer borgerne? A5: Helt sikkert A1: Ja, det kørte jo meget på det der, at den kommende by.. for at reducere CO2-udslip for at være selvforsynende mere eller mindre, og det var også derfor, at man skulle have grønne haver og grønne vægge (1:17:44)		16
Makes sense to involve the citizens	Moderator: Så det generelt god mening at spørge indbyggerne om, hvad der skal ske i byen? A6: Jeg synes det afhænger lidt af, om man kan se, at man får indflydelse (1:23:16) A6: Ja, og at man sådan ligesom hører om resultaterne, om hvad bliver det til, og også få at vide, hvis det ikke bliver til noget. Det er det, som er afgørende for mig, om jeg har lyst til at involvere mig	(1:23:37)	16
Makes sense to involve the citizens	Moderator: Men det giver mening at spørge jer om, hvad der skal ske? <i>De nikker</i> C6: Jo mere personligt det bliver på en eller anden måde, jo større chance er der for, at man vil gå ind i det (54:19) Moderator: Så I har behov for, at I ikke kun smider ideerne op, men også ser, hvor langt de ender, og hvordan de går? C6: Hvert fald at man har en fornemmelse af, at det bliver hørt (54:31)		18
Could have asked the citizens more	A1: Ja, jeg tror vi har været en lille klike, der har været med til at bygge det op. Så var der reklame for, at vi havde lavet det, og så kunne man komme ned og melde sig til	(1:18:24)	16
Positive WOM	A3: Jeg synes nu generelt, jeg taler positivt om Fredericia, men jeg har også en del af mine veninder, der har butikker her. Man hører tit fra dem, at de er trætte af, at det altid er negativ omtale, hvor man siger, at "nu skal vi til Vejle, Kolding eller Middelfart" for at handle	(1:24:43)	16
	B5: Altså jeg synes, borgerne taler pænt om byen, positivt om deres by. Nu har jeg været rundt og spørge mange, fordi jeg skulle til det her, og jeg synes kun, jeg har fået positive. Så har der været nogle ting som borgerhaven, men det er positive ting, der kommer om byen (1:25:01) B1: Vi er stolte af vores by, tror jeg (1:25:03)		17

	B5: Det er vi i hvert fald (1:26:06)		
How can the citizens be used in branding the city	A3: Jamen, det er igennem vores arbejde og dem, man snakker med (1:25:54) A2: At man fortæller, hvad vi har af gode ting i byen. At man glemmer de der negative briller, og får de positive briller på i stedet for (1:26:03) A6: Det ville også være nemmere, hvis man vidste, hvad der foregik, for så ville det også være nemmere at sige "hey, kommer du ikke lige til byen". Nu ved jeg f.eks., at der er 6. juli, så det er meget nemt at sige, at "skal vi ikke lige gå ned og høre noget musik". Men hvis jeg vidste, at der var andre ting, der foregik, så var det måske også nemmere at trække andre til		16
	A3: Ja, ligesom Stafet for Livet vi lige har holdt. Vi har et barn, der bor i nordbyen, så der har de en del venner ude også, så siger jeg lige til xxx (<i>hendes datter</i>) "sig lige til alle vennerne derude, at der er bliver lavet lidt mad til billige penge, ta' hele familien med sammen med børnene, fordi der er mange børneaktiviteter, og få jeres aftensmad derude og støt en god sag". Så der kom faktisk en del af deres venner også, og var derude. Plus bibliotektet var nede og lave nogle gode ting til børnefamilierne. Der var mange gode ting, og vejret var heldigvis godt. Det betyder meget	(1:26:20)	16
	B2: Altså jeg har været i noget i forbindelse med cykelstier for nogle år siden, hvor man kunne.. Det var også sådan et panel eller sådan noget, hvor man kunne gå ind på et kort og udpege nogle farlige steder. Jeg tror, det var noget med man udpegede tre farlige steder eller sådan noget, som man mødte på sin cykelvej, så det gjorde jeg. Men der er bare ikke sket noget (56:59) B6: Jamen, det er jo faktisk en god idé, fordi det er fredericianerne, der ved, hvor det er (57:01)	(1:27:03)	16
	B6: Det er der, vi skal gå ind og fortælle "Nej, der er ikke så mange fabrikker mere"	(1:26:18)	17
	C3: Ja, så synes jeg godt, man kunne prøve... Hvis man nu blev hørt, og hvis man nu solgte byen på, at man havde lavet byen i samarbejde med borgerne, så tror jeg også, at befolkningen vil smile lidt mere op, og folk vil passe lidt mere på det, fordi det er også noget, de har været med til at lave (49:50) Moderator: Så det ville give jer noget mere værdi og mere positiv omtale? C1: Og leve op til det der logo eller slogan, de havde med "byen for alle", altså leve op til det (50:00)		18
	B2: Altså jeg ved godt, der er planer om privat byggeri og noget dernede, men jeg går ind for et fæstningscenter. Det har været på tale mange gange i mange år også, at man lavede sådan et fæstningscenter, hvor man virkelig fortæller om Fredericia som fæstning osv. Det kunne passende ligge et område dernede, og det var ikke noget, der ville ødelægge naturen, det ville falde godt ind i det, set fra min side (32:00) B1: Man kan jo søge fra Mærsk fonden om at bygge et stort fedt skuespil, operahus, dernede ligesom de har i København (32:06)		17
Ideas	B6: "Jamen indenfor en radius af 20 kilometer, der når du utrolig meget i sammenligning med, om du bor i Valby eller Brønshøj". Altså det er det, jeg mener med, man kan komme herfra, altså folk behøver ikke være bange for at bosætte sig, for de får et stort tilbud. Det er måske ikke lige Fredericia kommune hele tiden, men de har tilbuddt at bo her (41:16)		17

	<p>Moderator: Ja, de laver det i s-togene nu i København. Hvis du f.eks. holder i Rødovre, så står der "indenfor 10 kilometer kan du komme til de her steder", så kan man se det, når man holder i Rødovre</p> <p>B6: Det er jo sådan noget, vi godt kunne bruge her. Netop i Trekantsområdet, hvor vi har Middelfart med også (41:30)</p>		
	<p>B1: Jeg synes da stadig, at de der kanaler, det er spændende med gæstesejlere og sådan noget. Nu sejler jeg ikke selv, men hvis jeg kom til Fredericia og skulle ligge helt derude, det ville jeg synes var rigtig træls. Det er da genialt og lave noget gæstemarina hernede. Jeg så ovre i Bogense, der havde de faktisk lavet sådan en plads til autocampere. De må kun parkere der et døgn, jeg kan ikke huske om de betalter noget for strøm og vand, det gjorde de nu nok. Det synes jeg også var en meget god idé. Jeg har også en drøm om et pariserhjul dernede, ligesom i London. Det kunne være en kæmpe attraktion. Jeg skal bare ikke op i det, fordi jeg er højdeskræk</p>	(49:31)	17
Ideas	<p>B6: Ej, men det er jo afhængig af, der kommer nogle mennesker. Altså hvis man skal folk derned, så skal der være et bibliotek. Altså det er det eneste sted, kultursted, hvor der kommer en masse mennesker hver dag. De har en statistisk, som vælter alt muligt andet. Der kommer almindelig mennesker, de kommer tidligt om morgen, de kommer i løbet af hele dagen. Mens jeg var i Kolding, der havde vi jo en fra Dansk Folkeparti i vores kulturudvalg, og han sagde, "Jamen, det er jo et trækplaster", og det er det, når man ser en statistisk. Så hvis de skal have et eller andet folkeligt, så er et bibliotek bedre end et Kunstmuseum eller noget andet. Der kommer alle mulige mennesker, børn og gamle, og rige og fattige</p>	(51:57)	17
	<p>B2: Ja da. Altså der må jo være en forklaring. Jeg kom hertil for at være her et halvt år, nu har jeg været her i 47</p>	(1:26:42)	17
	<p>B2: Altså jeg kan ikke huske, hvem var det, der nævnte det der med banegården, at gøre mere opmærksom på, hvad byen er. Det er faktisk en rigtig, rigtig god idé. Bestemt</p>	(1:28:19)	17
	<p>C4: Ej, det system det fungerer i og for sig godt, de skulle jo bare have én ansat. Altså have én, der havde tid til at hjælpe folk, som står og ikke kan finde ud af det. Have én der var opmærksom på, hvis der kom ældre mennesker og gå hen og spørge, hvad der er gal. Jeg kan sku heller ikke finde ud af det (35:13)</p>	(24:42)	18
	<p>Moderator: Så du kunne godt tænke dig, at der blev startet nogle aktiviteter?</p> <p>C3: Ja, for det er svært her i byen med hvordan folk de ser ned på hinanden, både fra unge til ældre, eller ældre til unge, eller dansker til udlænding. Der er bare et eller andet lige de to steder, det går bare ikke, så godt som det skulle (35:26)</p>		18
	<p>C2: Men en ting er, hvad planen er, en anden ting er, hvad det bliver til</p>	(12:00)	18
Mixed themes	<p>C1: Men der skal også ske noget dernede, for ellers så bliver den der total uheldige måde man fik alt det der afviklet dernede med værftet. Altså alle de der uheldige ting på den måde det foregik. Jeg ved</p>	(13:35)	18

	godt, det var et andet byråd, der sad dengang, men det skal bruges til et eller andet for ellers så var der ikke noget formål med, at man lavede alle der der uheldige tiltag på den måde man gjorde det på i hvert fald		
	C6: Jeg kunne da godt forestille mig, at når vi engang bliver gamle, så sælge huset og komme derind, hvor tingene sker, og man kan gå i teateret	(15:57)	18

INTERVIEW 2

Theme	Quotes	Time	Appendix
Strengths	Branding chief: Vi er enten den mest eller nummer to, der har flest foreninger i forhold til antal indbyggere, men jeg tror, at jeg vil vælge og sige, at vi er.. Jeg skriver mange erhvervsvirksomheder (07:59). Det kunne også have været Danmarks Musicalby nummer 1, det kunne også have været et bud	(08:10) Part 1	22
	Branding chief: Fredericia Teater er rigtig kendt og anderkendt udenfor byens grænser, men der er stadigvæk mange i Fredericia, som ikke benytter Fredericia Teater så meget, som de kunne, så der er også et potentiale	(08:31) Part 1	22
	Branding chief: Jamen, nu har jeg jo nævnt beliggenheden. Så har vi alle de her foreninger, altså rigtig mange foreninger, som jeg også sagde, at det er en af de byer i landet, der har flest foreninger i forhold til antal indbyggere. Der er lavet kulturundersøgelser, jeg tror det er hvert andet år, de bliver lavet, og de viser faktisk, at Fredericia Kommune/by har alle de ting, som borgere efterspørger, hvis de skulle flytte til en by, og man laver sådan en liste over, hvad der skal være i den by, så kan Fredericia Kommune faktisk tilfredsstille de behov. Det er der rigtig mange, der ikke ved. Nu er jeg jo rundt med borgmesteren, når vi byder nye borgere velkommen. Det gør vi to gange om året, hvor vi laver sådan et arrangement og byder dem velkommen. Der kan man sige, rigtig mange af de borgere, der er kommet til her, altså de er jo overstrømne positive. Bl.a. vores natur, derfor nævner jeg det også. Det der "hold da op, hvor har I meget natur." Vi fik to skolelærere forrige gang, vi havde det der nye borgere besøg, og det ene par var kommet pga. job. For nogle år tilbage havde vi et rigtig godt ry, nu har vi været igennem skolestruktur og sammenlægning, og det har kostet lidt, men vi var anderkendt, og vi var forgangseksempel i forhold til samarbejde med Undervisningsministeriet. Vi lavede nogle ting, der ligesom ravede op. Det gjorde så, at det her skolepar, de flyttede. Kort tid efter så kom et vennepar ned og sagde "wow", så flyttede de også til. Så jeg vil sige, vi har virkelig, virkelig rigtig mange forcer. Så kan man sige inden for en time, der kan du nå 500 arbejdspladser. Det er altid godt i forhold til, at vi også har nogle store arbejdspladser selv. Vi har ikke universiteterne, men vi har dem rundt om hjørnet. Man kan sige, alt det du ønsker, det kan du nå indenfor en time (10:53). Hvis du bor i København til måske dobbelt husleje, jamen så skal du også bruge en time, fordi mange af dem, de bor måske nord for København, og der tager det bare længere tid. Nu har vi jo også meget med transport her. Vi har også meget fokus på, om vi skal have en ny Lillebæltbro eller et hurtigtog, der skal stoppe i Erritsø, at vi laver en station derude ikke. Så har vi altså den der centrale placering, så man kan sige, der er nogle gange events, de ryger til Nyborg, fordi de har et hotel, der kan huse rigtig mange mennesker, men vi kunne faktisk få dem, hvis de havde et hotel. Vi mangler bare det hotel. Men vi har et messecenter, som nogle gange må sende folk til andre byer for at overnatte. Alt i alt vil jeg sige, vi har rigtig mange muligheder	(11:50) Part 1	22
Weaknesses	Branding chief: Fredericia Teater er rigtig kendt og anderkendt udenfor byens grænser, men der er stadigvæk mange i Fredericia, som ikke benytter Fredericia Teater så meget, som de kunne, så der er	(08:31) Part 1	22

	også et potentiale Branding chief: Ja, altså vi kan sige.. det ved du jo. Fredericia er en industriby, og vi har stadigvæk et eftersløb på den sociale side, det har vi. Det arbejdes der rigtig meget med. Der adskiller vi os nok ikke fra Århus, Odense, Ishøj og sådan noget, der har de der udfordringer med nogle. Jeg synes, del er det jo kommet på dagsordenen alle steder, man taler om det, man arbejder med det. Man kan sige et sted, hvor vi har haft rigtig stor success, det er f.eks. Korskærparken, hvor man lige har lavet den her faktisk (<i>viser folder</i>), og det er jo netop involvering (12:32). Vi har en enkelt medarbejder derude fast, og så har vi også et andet boligsted, hvor der er en medarbejder. Men det er først og fremmest borgerne derude, der driver det. For 10-15 år siden der puttede man jo penge i eller konsulenter, og så trak man konsulenterne ud igen – og hvad så? Nu får borgerne, de bestemmer selv, hvad der skal komme til, hvordan det skal administreres, hvordan det skal foreløbe, hvad er det for ting der skal.. Hvis det er en legeplads eller aktiviteter	(13:07) Part 1	22
Influence	Susanne: Får de en sum penge derude? Branding chief: Ja, det gør de Susanne: Hvem bestemmer så, hvordan de skal administreres? Branding chief: Det gør de. Det gør borgerne (13:11) Susanne: Okay, så de får et beløb fra kommunen, og så bestemmer de selv? Branding chief: Ja, det gør de (13:17)	Part 1	22
	Susanne: Jamen, så lyder det som om, at når man så har de her projekter, så har man egentlig meget ansvar. Man får lov til at smide ideerne op, der er plads til dialog, og I evaluerer bagefter? Branding chief: Ja, det er helt klart. Altså det er jo heller ikke sådan, når folk kommer og siger.. Det er også det, jeg synes er sjovt, det er, når folk kommer og siger "hvad siger I til sådan og sådan". I starten så var det altid penge, de bare kom. Der har vi jo vendt den om, og folk har fået forståelsen af, at noget vi f.eks. kan, det er jo, vi har en rigtig, rigtig god kontakt til al presse. Altså hvor vi kan hjælpe dem der med layout, design, fordi i det her tilfælde (<i>henviser til brochure på bordet om Korskærparken</i>) der er det jo dem, der i dagligdagen er derude og ved, hvad det er for nogle mennesker, og hvad der skal til, kulturforskellige og sådan noget (11:31) Susanne: Så de har det meste af ansvaret derude? Branding chief: Ja, helt klart.	Part 2	22
Training - education	Susanne: Er der så sådan en gruppe, der sidder derude? Har de modtaget noget ledelse og uddannelse? Branding chief: Ja, ja. Man kan sige, de har modtaget noget coaching, vil jeg sige fra os. Det er der, hvor jeg vil sige.. Den her må du gerne få med (<i>giver interviewer brochure om Korskærparken</i>), så kan du gå lidt i dybden, for der sker noget hele tiden. Når jeg lige er sådan lidt tøvende på det område, så er det fordi, jeg ikke ved konkret, hvad der ligger i coaching, og hvad der ligger i uddannelse. Jeg ved, de har fået noget, det har de.	(15:22) Part 1	22
How they involve the	Branding chief: Jeg vil sige, at det har været min tese hele tiden, hvis man som by/kommune skal arbejde med branding, så skal man have borgerne med. Mange borgere rettede henvendelse til mig og	(03:09) Part 1	22

citizens	<p>sagde, "du er jo byens og vores brandingchef", altså de troede, jeg skulle løse tingene, men sådan arbejder man jo ikke med branding. Det ved du jo, når du læser det studie, du læser. Altså det handler jo meget om at få det ud, og man kan sige, tænker jeg, at den måde vi arbejder med det i dag, det er ambassadør-begrebet og involvering og implementering. At vi.. sammenskabelse, det er simpelthen det. Og så er det på den lange bane, når det er branding</p>		
	<p>Branding chief: Så er det en måde, vi har gjort det på for ligesom at sikre.. fordi det er jo også noget, du skriver om, hvorfor vi gør det. Det er jo simpelthen også fordi, vi er nødsaget til det (16:26). Altså kommunen har jo også færre og færre ressourcer, både økonomisk og personalemæssigt. Nu skal vi spare 80 millioner de kommende år, så vi bliver ikke flere jo vel. Man kan også sige, at successraten er meget større, når folk selv har aktie i det (16:41)</p>	Part 1	22
	<p>Branding chief: Jamen, altså f.eks. da vi etablerede cykelby, der havde vi jo også et borgerpanel, hvor vi ligesom trak ind og sagde ..</p> <p>Susanne: Men var de inde og snakke eller var det et survey på nettet?</p> <p>Branding chief: Jeg kan være lidt i tvivl om det var både og, men det mener jeg, at det var. Vi gør meget i både mødet og det digitale. Vi gør begge dele. Vi kan også sige, at for halvandet år siden, der fusionede vi vores erhverv og vores natur, altså teknik og miljø, som blev til en afdeling, der er flyttet herind på rådhuset, hvor vi tidligere havde erhverv siddende ovre i det gamle Meldahls. Det gjorde vi på baggrund af, vi fik meget kritik, og vi lå lavt i de der analyser både Dansk Industri, Dansk Byggeri og alle lavede, der lå vi lavt, så der skulle gøres noget (21:06). Der trak vi også ind og havde mange møder med erhvervsforeninger, med erhvervslivet samtidig med vi lavede undersøgelser digitalt, spørgeundersøgelser. Det har vi fået credit for, altså det hører vi også for fra formændene for de forskellige, og vi er jo også en af de første kommuner, der gik ud bl.a. sammen med Dansk Byggeri og Dansk Industri og lavde de her praktikordninger. Der indgik vi en aftale med undervisningsinstitutioner, foreninger og borgmesteren. Så det er både og, fordi det skal man ikke forklejne det personlige møde, det betyder rigtig meget (21:43)</p>	Part 1	22
How they involve the citizens	<p>Branding chief: Man kan sige, det er vi simpelthen nødsaget til, fordi hvis der noget nyt, der skal op og stå i dag mange gange, så er det ikke kommunen alene, der kan det. I min optik der står ordet sammenskabelse øverst på stort set alt (07:02). Jeg bruger ikke ret tit ordet service, ikke at jeg ikke gerne vil det, men jeg vil meget hellere bruge sammenskabelse. Altså jeg kræver heller ikke bare at andre eller nogen, jeg vil gerne ind og være aktiv og yde noget, hvor jeg kan. Det er tanken, man skal have født hos rigtig mange mennesker</p>	(07:20) Part 2	22
	<p>Susanne: Og hvad så hele den der grundtanke med, at man gerne vil have alle borgerne med. Hvad med dem, som ikke har lyst til at involvere sig? Hvad gør I for at motivere dem?</p> <p>Branding chief: Det er jo det, der har taget.. måske sådan et sted som i Korskærparken, det har taget lang tid. Jeg tror, den måde man skal arbejde med det på, det er det gode eksempel</p>	(07:41) Part 2	22
		(08:42) Part 2	22

	også der må trække andre ind nogle gange. Derfor er du simpelthen nødsaget til at have den der åbenhed og ærlighed ikke mindst, så jeg tror, det er det gode eksempel.		
	Branding chief: Jeg vil sige, at dialogen og det der med at vise respekten og give ansvaret ud, det gør vi meget	(13:58) Part 2	22
What do they get out of involving the citizens	Susanne: Så hvad får I ud af det, udover at det hjælper jer, når I skal spare nogle penge. Hvad får I så ud af, at involvere dem? Branding chief: Jamen, altså man kan sige, der er en større tilfredshed. Det ser man jo hos borgerne, at det er deres ideer, der bliver gennemført, og de føler, at vi lytter til dem. Vi får en hel anden dialog Branding chief: Godt, fint nok. Man kan sige, det er jo i ønsket om at lave en vision, som borgerne også siger "yes, det er vores vision". Fordi tidligere var det således, da den gamle vision blev lavet udelukkende af byrådet, og så har de selvfølgelig været ude og holde foredrag og forklaret og sådan noget, men det er jo ikke det samme. Så det her det skal være sådan, at når man siger Fredericia's DNA eller Fredericia's vision, jamen så kan alle borgrene nikke til det, eller så mange som muligt, kan i hvert fald sige, at de har været med (18:05). Det er også vores siddende borgmester, det er han meget optaget af, det her med, at nu på onsdag tror jeg det er, der har vi et arrangement nede i Panorama omkring FredericiaC. I sidste uge havde vi et andet, der var emnet .. nej, det var i forbindelse med Fredericia Dagblad	(17:00) Part 1	22
How they tell citizens	Branding chief: så ruller vi den ud, hvor det i første omgang handler meget om borgorientering, altså hvad kom der ud af det her? (01:36) Det skal så ud på kommunens hjemmeside, vi går i samarbejde med et lokalt medie, vi lavet en pamflet, vi laver en film, vi laver sådan flere ting	(01:44) Part 2	22
How they tell citizens	Branding chief: Måske 6 forskellige steder i kommunen med storskærm og inviterer alle mulige forskellige grupper, altså ude i Korskærparken, ude i Herslev forsamlingshus, Maskinmesterskolen, uddannelsescenteret, et par virksomheder. Finder mange forskellige steder, hvor den skal lanceres Branding chief: Det er et udkast, det jeg fortæller, at det kunne finde sådan til, men det skal de nikke til Branding chief: Ja, altså vi har nu inde på vores hjemmeside, der har vi det, der hedder en spørgekasse. Jeg kan ikke sige dig på nuværende tidspunkt, hvordan man vil sikre, at alle får svar, men det som vi også skal vende til august med borgmesteren og kommunaldirektøren, det er faktisk, at vi har planer om at oprette en Facebook udelukkende med henblik på vision. Således at man kunne have en åben debat der. Det kunne så ligesom være stedet, hvor man ligesom siger, "jamen hvorför blev den her idé ikke til noget?", og så må man sige, "jamen hvem er relevant til at svare på det" Susanne: Okay, så der er planer om at ansætte nogle folk, der sidder med det? Branding chief: Nej nej, ikke ansætte. Nej nej, det skulle være politikerne, der skal med indover. Det havde vi faktisk i sin tid også lavet, den skulle faktisk være åbnet i januar, men det blev skubbet. Så den præsenterede jeg igen i går, fordi det er en måde, da det favner. Der er rigtig mange mennesker, der i forvejen er på Facebook. Det kan også godt være noget, vi er inde over, hvis det f.eks.	(03:14) Part 2 (03:58) Part 2 (04:54) Part 2 (05:36) Part 2	22 22 22 22

	<p>lovgivningsmæssigt ikke kan lade sig gøre, jamen så kan det godt være én fra embedsværket. Det har været meget vigtigt for det siddende byråd, at det er dem, der vil det nu. Nu vil de det. Så er det jo også dem, der skal ind og sige, og det er de heller ikke blege for</p> <p>Susanne: Udover de her borgermøder, bliver der så også arrangement mindre grupper, altså såkaldte fokusgrupper, hvor man ligesom inviterer til lidt mere detailjeret?</p> <p>Branding chief: Ja, det gør vi f.eks. inden for specialområdet, handicap og senior bl.a. (18:09)</p> <p>Susanne: Men det er kun specialområderne?</p> <p>Branding chief: Arg, senior er jo ikke specialområde, det er bare personer, der er blevet ældre. Så har vi det også indenfor erhverv, det gør vi det også. Der har vi samarbejder og møder. Så har vi kræftrebelisering, det er halvt frivillige og halvt os, altså hvor vi har noget samarbejde, hvor vi på det seneste har sat rigtig meget fokus på pårørende. Ej, jeg synes vi er rigtig gode til at gå i dialog (18:45). Vi har det også på kultursiden, altså hvor vi laver en masse på tværs og inddrager og lytter til dem, og tager dem med. Vi er jo med i en uge, 3. uge i august, sammen med hele Trekantsområdet, hvor man sætter fokus på kultur i hele Trekantsområdet. Så er der sådan en uge, der står i kulturens tegn, og der har vi jo bygget vores op på baggrund af gode råd og input sammen med kulturen, kulturinstitutioner i byen (19:17)</p>		
Meetings	<p>Branding chief: Så evaluerer vi og holder evalueringsmøder på vores fælles arrangement, hvor man går tilbage og kigger "var det løst som sådan?". F.eks. seniorrådet og deres arrangementer. Så sætter vi os bagefter sammen med dem og siger "hvad så? Lykkedes det? Var det den aftale, vi indgik med hinanden?"</p>	(10:42) Part 2	22
Implications	<p>Branding chief: Jamen, det ved jeg ikke nødvendigvis, om der er. Det jeg tror, det handler om det er fordi, vi har selvfølgelig snakket om det der med, at .. fordi vi har også en skole, der tænker besteforældre ind. Det kan være noget lektielæsning eller det kan være, hvis der er en lærer, der er syg den sidste time, og de ikke skal hjem, at der så kommer en bedsteforældre ind, der kan sidde og snakke, fortælle om gamle dage eller læse en bog. Det som man skal finde ud af, det er den der afstemningsforventning (19:57). Jeg ser det ikke som en ulempe, jeg ser det bare som, at det er noget, vi skal lære. Altså det der med, hvordan gør vi det her sammen (20:04). Det tænker jeg der er skrevet nogle bøger om og sådan noget, men det tror jeg er meget væsentligt, at man ligesom siger, fordi de skoler, hvor man allerede har haft det et par år, det her med f.eks. bedsteforældre, der er det jo kanon. Det er kanon, fordi man er enige om den måde, man gør det på. Mange bedsteforældre i dag er jo enormt aktive, så det skal være.. Det skal faktisk ind i et skema for dem også og aftales. Det er ikke bare sådan, du kan ringe i sidste minut, og det skal man have forståelse for (20:33). Den der afstemningsforventning, "hvad er det, vi forventer af dig, hvad er det, du forventer af os?". Jeg tror, det handler meget om den der dialog, og der kan man sige, du kan skrive meget, men nu har du selv lige fanget noget, hvor det ikke var så heldig skrevet (<i>henviser til brevet, som HR havde sendt ud omkring et borgermøde</i>), det vil jeg lige gå ind og kigge. Jeg fik ellers et brev, hvor jeg sagde, at der lige skulle læses korrektur på det "ja, ja det skulle de nok". Jeg tror, det er meget det.. Det er det, du kan gøre i det</p>	Part 2	22

	personlige møde, hvor du sidder der (21:02)		
Letter to citizens	<p>Branding chief: Den her borgerpanel, der vil vi gerne have samlet mellem 1000 og 1500, således at det bliver repræsentativt, og det har vi jo et analysebureau til at sikre, at det bliver (25:38)</p> <p>Susanne: Hvordan er disse personer valgt ud? For det er jo ikke alle, der har fået breve. Der var flere i hver gruppe, som slet ikke havde set brevet. Så tænkte jeg bare på, om der var en eller anden special måde, man havde valgt det ud på?</p> <p>Branding chief: Nej, det har vi ikke kunne gøre</p> <p>Susanne: Så det har været meningen, at alle skulle have det?</p> <p>Branding chief: Ja, det tænker jeg. Jeg ved det ikke, for nogle har også fået en mail, hvis vi har haft en mail på dem. Så har vi selvfølgelig haft det i aviserne som annonce, og så har vi haft i radioen. Altså så er meningen selvfølgelig, at de skal inddrages x antal gange om året til et eller andet aktuelt emne, hvor byrådet vil spørge borgerpanelet (26:30)</p>	Part 2	22

Appendix 24 – Letter with citizen panel

