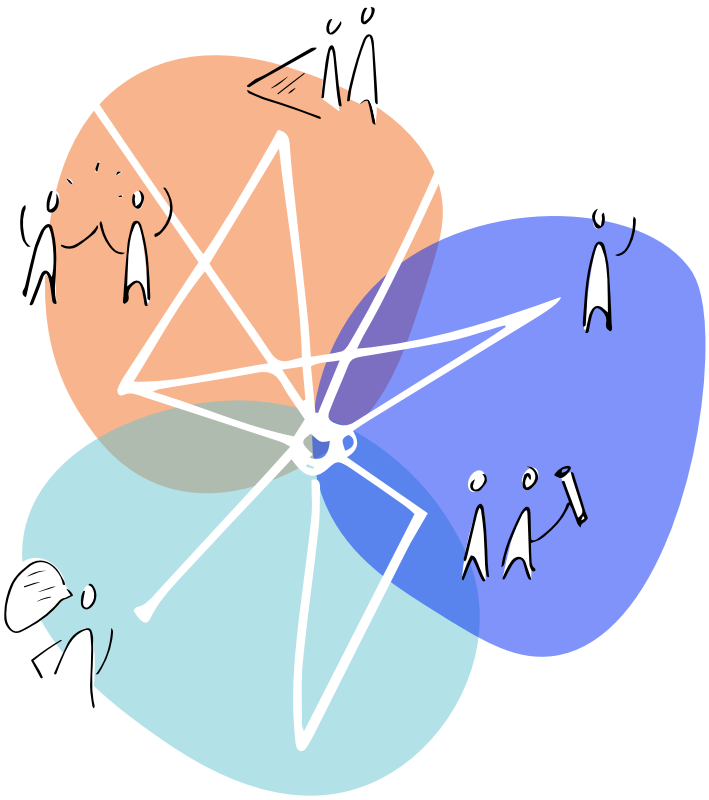
from space to place
shaping experts into expert-teams



by Benthe Elisabeth Spruijt

Master thesis report | B.E. Spruijt | June, 2022

MSc Architecture, Urbanism and Building Sciences
Delft University of Technology

Improving the **quality of collaboration** of
cross-sectional project teams during **urban regeneration**
projects in the Netherlands

Colophon

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Preface

My years as a student at Delft University of Technology have come to an end by writing this thesis. Entering Delft with the ambition to design buildings for people became a goodbye with the excitement to create a built environment with people. Still fascinated by the shape and ambience of buildings, but even more enthusiastic about the voids those buildings create. It opens space for unintended interaction and gathering of people. Those interests are combined in this research: people, cities and the design of the built environment.

To Erwin Heurkens and Louis Lousberg for their guidance and enthusiasm throughout the research. Making me diverge at the moments when I was trying to find all the corners of my Miro board (result: a Miro board turns out to be infinite) has led to a clear direction of my research. Also, when decisions had to be made, you've always made sure to end with the note: '...use your common sense and ensure you choose the option you find most enjoyable' (-perhaps not the most academically justified recommendation, so we will keep that to ourselves). It allowed me to organise my research based entirely on my interests, which has made it a lot more fun! Furthermore, I would like to thank ECHO Urban Design for allowing a management student to walk around in a design office and taking the time to help me with all my questions about urban development. Watching various projects in practice from the sidelines has given me many valuable insights for this thesis and in the future!

To all the professionals participating in the interviews, I could not have performed this research without you. Thank you for creating time (sometimes at concise notice) and always ensuring I ended the interview full of new information regarding the processes in the built environment. It consisted of valuable insights for this research and useful lessons from practice when entering this field in the future.

To my family and friends who supported me throughout my studies. Thereby, I could not have been more lucky with my roommates while completing my master's. Being suddenly 24/7 together due to Covid made us incredibly creative and structured in filling our days. Thank you for slowly appreciating and adopting my disproportionate value for coffee cups, starting the day with a walk every morning at 8 a.m. sharp. Even when we were allowed to cycle to the campus again, the routine -and coffee cups- remained by our side.

Thank you.

Most of all: there is always something to celebrate!

- June 2022, B.E. Spruijt

Abstract

Rising city-life growth has resulted in a world population where the majority of people live in cities. However, cities are not yet prepared and designed for this increase and are confronted with a need for urban regeneration. The landscape of urban regeneration is next to social, political and economic sustainability, challenged by implementing a comprehensive vision and long-term growth. Thereby, various methods are implemented to involve relevant stakeholders early in urban regeneration projects, focusing on a highly collaborative approach to establishing an integral vision. A robust relationship between the involved stakeholders is desirable to cope with unexpected circumstances along the process and deal with these projects' complex and uncertain nature. Collaboration factors within the informal domain that enhance the quality of collaboration can be distinguished from literature. This research aims to create awareness amongst the project team to engage with this soft side of collaboration actively. Therefore, the Design Science Research approach is applied. A multiple-case study conducting semi-structured interviews resulted in practical (inter) actions to be executed during urban regeneration processes. These findings are translated into a roadmap for (inter)actions, which presents the (inter)actions to be performed along the process of urban regeneration by the project team.

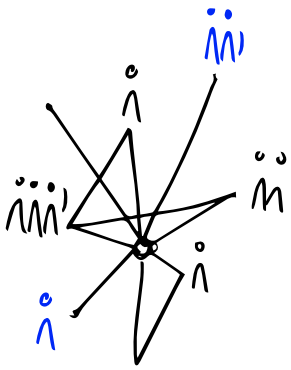
key words *- urban regeneration, urban governance, informal collaboration, trust, involvement, flexibility, goal interdependence, (clear) expectations*

executive summary

Introduction

Urban areas are growing fast. Since 2007, the majority of the world's population lives in an urban environment (Colantonio & Dixon, 2010). This city-life growth asks for regeneration of urban space because the city is not prepared and designed for this growth. In response to the demand for urban regeneration, projects are initiated. These projects occur in a changing environment and are characterised by uncertainty. Because it is a process of implementing a broad vision and long-term growth, a complicated decision-making process is unavoidable due to the diverse actors involved (Xie et al., 2021). The involved stakeholders have varying skills, goals and resources, which must be aligned. Various methods are used to involve relevant stakeholders early in urban regeneration projects. These processes focus on a highly collaborative approach to establishing an integral vision.

This research gains knowledge in the field of urban (re)generation, stakeholder interaction, and informal governance to enhance the quality of collaboration in an urban regeneration project to align the stakeholders and create robustness. A robust relationship between the involved stakeholders is desirable to cope with unexpected circumstances along the process and deal with these projects' complex and uncertain nature. The goal is to create awareness amongst the project team to actively engage with this soft side of collaboration. Therefore, the challenge is to generate a practical implication for improving informal governance between stakeholders.



The following main research question is formulated based on the challenge, research gap, and aim of this research:

How can the quality of collaboration in urban regeneration projects be improved by designing a roadmap for informal governance?

To answer the main research question, four sub-research questions are investigated during the research:

i. How is stakeholder management of internal stakeholders organised during the development and realisation phase of an urban regeneration project?

ii. What stakeholder management strategies are used by multi-actor systems in complex socio-technical projects in general and specific for urban regeneration projects?

iii. What are collaboration factors for informal governance in urban regeneration projects?

iv. How to secure informal governance by providing a framework?

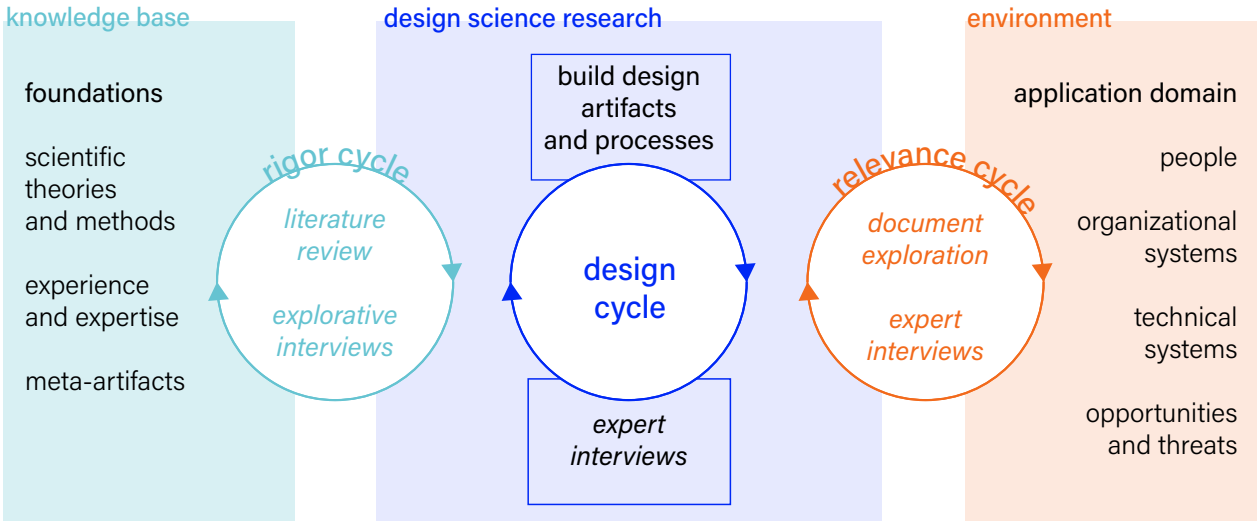


Figure 1 Design Science Research Cycle (adapted from Hevner, 2007)

Methodology

This research aims to understand the phenomenon of informal collaboration in urban regeneration and provide insights for improvement by designing a roadmap known as Design Science Research (Blaikie & Priest, 2019; Hevner, 2007). Furthermore, the research can be qualified within the social sciences due to the phenomenon studied. Therefore, an empirical study is suited to gain knowledge within this field.

The Design Science Research framework by Hevner (2007) is applied to structure the research for designing a roadmap. Figure 1 shows a schematic overview of the Design Science Research process, which is a translation of the original Design Science Research process (Hevner, 2007) and adapted based on the features of this research.

The Relevance cycle includes the surrounding environment in the research and places research objects in-field testing, which is the empirical phase of the research. This section outlines the context and aspects of an urban regeneration project based on semi-structured expert interviews and document exploration.

The Rigor cycle integrates foundational ideas, methodologies and experience from practice into the study and adds the new information created by the literature research to the theoretical section.

The core Design cycle encourages a more closed-loop research activity in developing and assessing the strategy design and processes and is part of the validation section (Hevner, 2007). The validation phase consists of semi-structured interviews with the experts. The design is tested and adjusted based on these interviews.

Theory

Urban growth results from social, economic, cultural, and political dynamics (Commission of the European Communities, 1990; Xie et al., 2021). Cities respond by initiating urban regeneration projects to structure, monitor, and react to urban growth. The act of urban regeneration is accompanied by an evolving urban design process, which can be seen as an integrated place-shaping continuum shaped by three layers: place, polity, and power (Carmona, 2014). This process is subject to uncertainty due to a changing environment over time. In addition, such complex socio-technical challenges generally involve a complex, non-linear mix of people and technology (Brazier et al., 2018; Norman & Stappers, 2015).

Coping with uncertainty and changing environments is widely studied by Mintzberg (1987), which resulted in the Deliberate and Emergent Strategies model to visualise such a process. Figure 2 can be generated by combining

the Deliberate and emergent strategies model by Mintzberg (1987) and the Urban Design Process model by Carmona (2014).

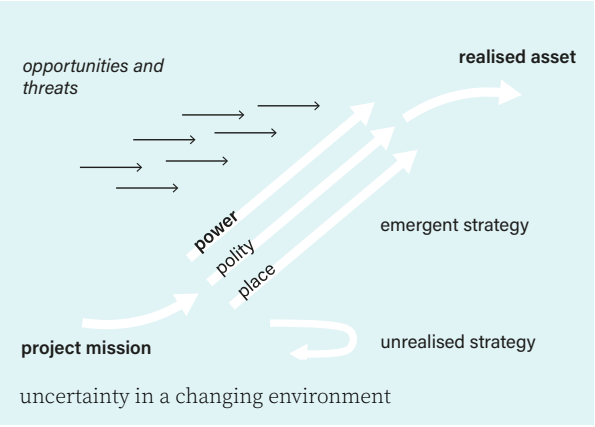


Figure 2 Combined Deliberate and emergent strategies model by Mintzberg (1987) and the Urban Design Process by Carmona (2014)

Urban design typically involves many stakeholders across development, regulatory, enabling, and long-term stewardship roles (Tiesdell & Adams, 2012). Partnership and collaboration between urban planners and numerous stakeholders representing various interests are emphasised in collaborative planning techniques, forming a shared vision on critical planning problems early on in the process (Vandenbussche, 2018).

Urban governance covers the domain of public management. It aims for dynamic, collective interactions between all stakeholders (public, private, and society) to shape the process of urban regeneration into a transparent, cooperative, and inclusive development.

Bryson et al. (2006) propose a framework for understanding cross-sector collaboration in complex public problems and partnerships concerning governmental bodies, businesses, non-profits, communities and the public. Cross-sector collaboration is defined as "the linking or sharing of information, resources, activities, and capabilities by organisations in two or more sectors to achieve jointly an outcome that could not be achieved by organisations in one sector separately" (Bryson et al., 2006).

The 'soft spaces' of these collaboration processes address the informal domain of collaborations. These are concerned with the spaces of contact and decision-making, which serve as catalysts for cooperation and exchange across institutional barriers (Haughton & Allmendinger, 2007). Therefore, factors can be assigned that influence the experience of the informal collaboration, as shown in figure 3.

informal governace

(1) trust
(Brazier et al., 2018; Bryson et al., 2006; Volker & Hoezen, 2012)

(2) team members/leaders involvement/ engagement
(Chan et al., 2004)

(3) team members/leaders flexibility/ adaptability to changes
(Brazier et al., 2018; Chan et al., 2004)

(4) goal interdependence
(Tjosvold, 1998)

(5) (clear) expectations
(Brazier et al., 2018; Lahdenperä et al., 2012; Tjosvold, 1998; Williams et al., 2019)

Figure 3 Informal collaboration factors

Findings

The informal collaboration factors are researched through semi-structured expert interviews and document exploration for three different urban regeneration projects. The interviews give insights into the (inter)actions that could enhance the quality of collaboration amongst stakeholders from the public, private and society perspectives. The interviewees suggest various (inter)actions to obtain trust, involvement, flexibility, goal interdependence and (clear) expectations. In figure 4, the findings are summarised and structured based on the 'Structure and Governance' and 'Process' means derived from the model for cross-sector collaborations of Bryson et al. (2006).

Process

The main findings that can be attributed to the 'Process' domain are:

- The importance of getting to know each other during the starting phase of the collaboration.
- Various interviewees emphasise the value of individual contact during and in between meetings. This marks direct communication such as (quick) phone calls and in-person meetings instead of a video call for discussing content.
- Create milestones and '(small)-wins' to calibrate and celebrate. The milestones can create moments to work (together) towards and, therefore, a celebration when the milestone has been achieved.
- The fulfilment of agreements, proving to make agreements happen towards the other stakeholders.
- Regular structural meetings amongst stakeholders. This indicates integral meetings with the complete project team and one-to-one meetings with a smaller part of the project team.

Structure and Governance

The main findings within the 'Structure and Governance' domain are:

- Being aware of the importance of both internal organisational structures as well the external organisational structures. The escalation ladder and involvement within organisations influence the perception of the external stakeholders.
- Being transparent about the project's involvement and priority per stakeholder, including principles and core values.
- Thereby, next to stakeholders' perception of involvement and priority, having a clear structure of influence of the other stakeholders.
- Changes in the project team create a moment for (again) developing information transmission and can cause misinterpretation, revising of plans and discussion.

Design

The theoretical and empirical research led to a design challenge based on the goal: Aligning stakeholders and creating robustness to accelerate processes in urban regeneration collaborations through generating awareness amongst the project team within the informal domain of collaborations. Therefore, the challenge to be addressed within the Design cycle is:

> Facilitating a roadmap that gives insights and guidelines to secure the informal collaboration factors are being addressed throughout the (development) process of an urban regeneration project

Figure 4 shows that the design aims to establish a roadmap in which interactions are visualised, regular meetings and milestones are secured, stakeholders become aware of priorities and

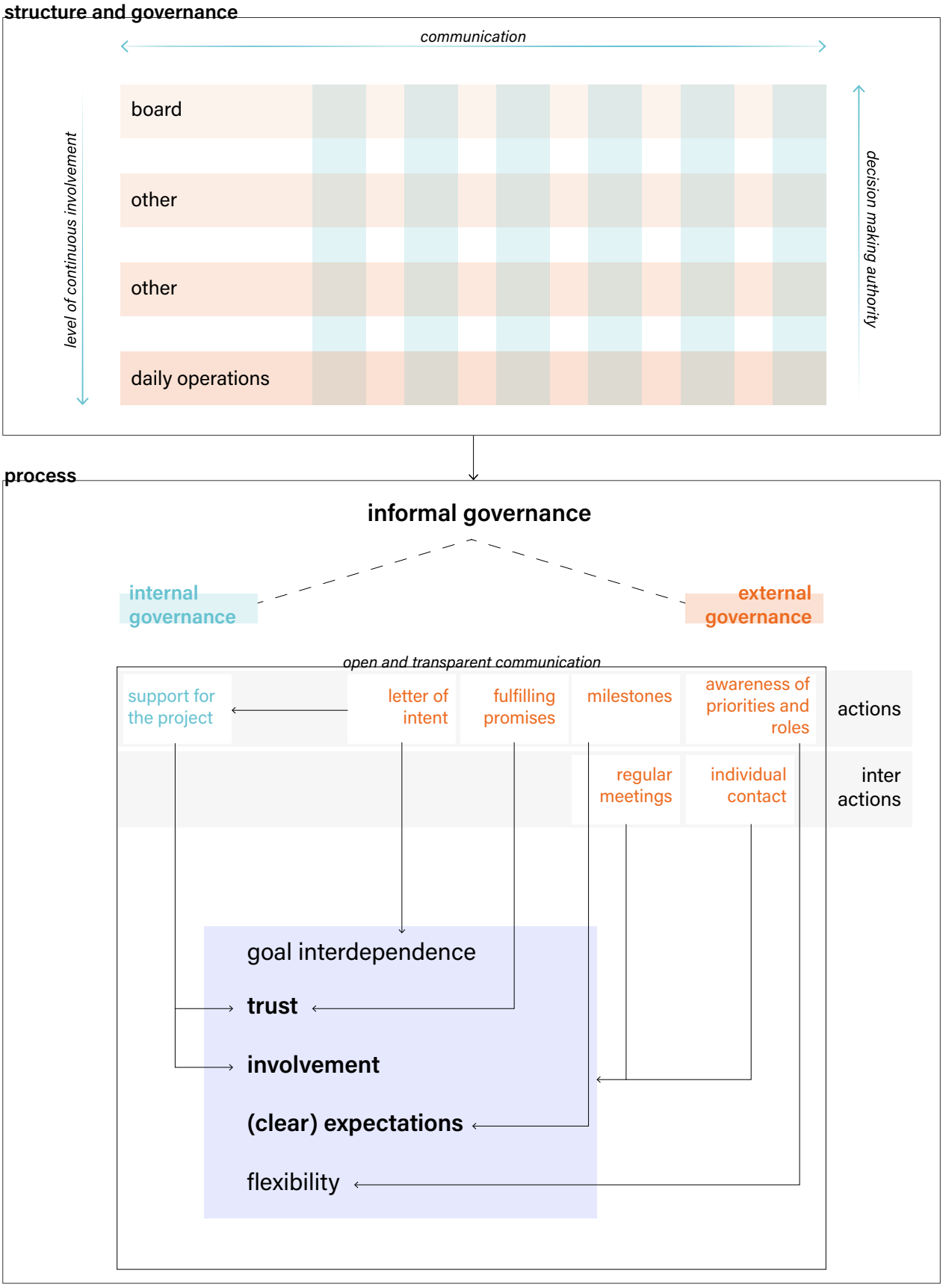


Figure 4 Overview of outputs from the Relevance cycle

roles, fulfilling promises and stimulate individual contact. Thereby, different layers are added to be considered when aiming for adequate vision and policy development processes in which various government and industry parties and their interests are involved: scripting (whom), staging (how), setting (where) and performance (what) (Hajer, 2005).

The 'whom' refers in this roadmap to the internal- and external organisation of stakeholder awareness to be created. The level of involvement differs across the stakeholders and within the organisations; who to involve when?

The 'how' refers to the form of (inter)action: is it a regular meeting, a milestone planned, or an emerging meeting?

The 'where' refers to the importance of the setting where the (inter)action takes place; on location/ physical, or is a quick phone call enough?

Finally, the 'what' component illustrates the desired outcome: which of the informal collaboration factors is (eventually) being enhanced?

The components generated in the Relevance cycle are combined with the theoretical findings from the Rigor cycle in the final roadmap design: 'from space to place, shaping experts into expert teams' (figure 5).

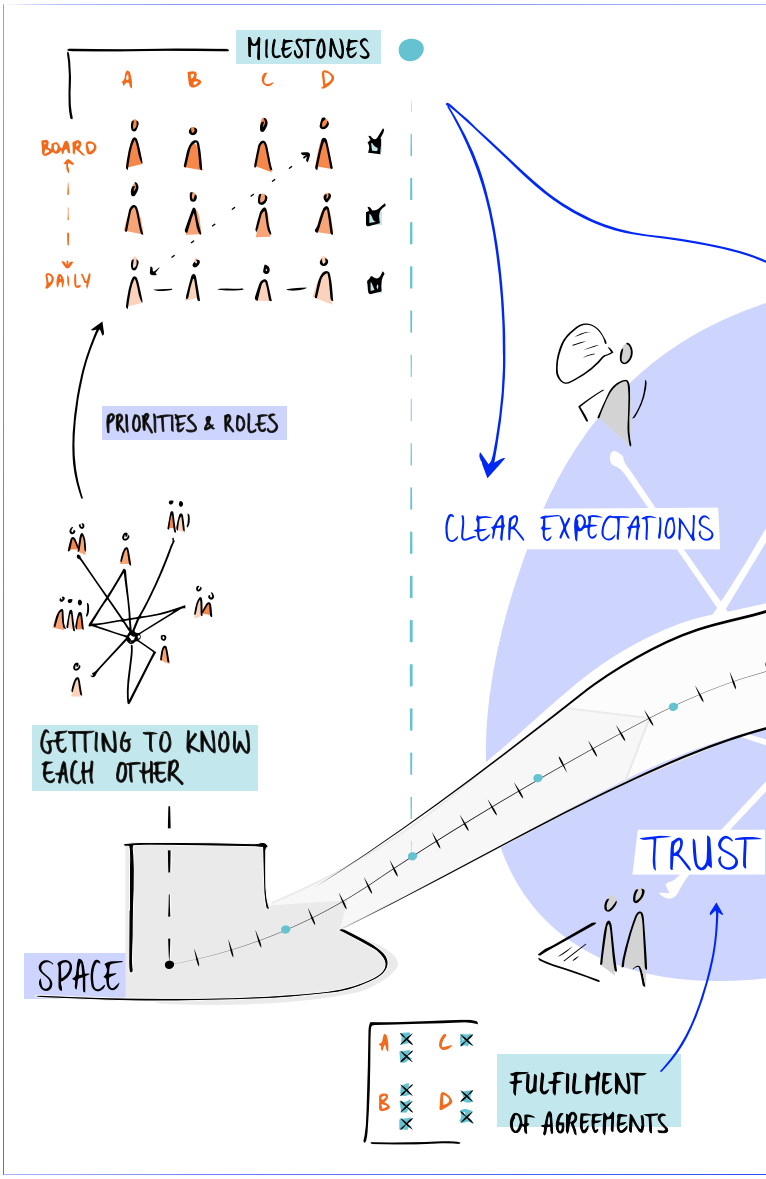


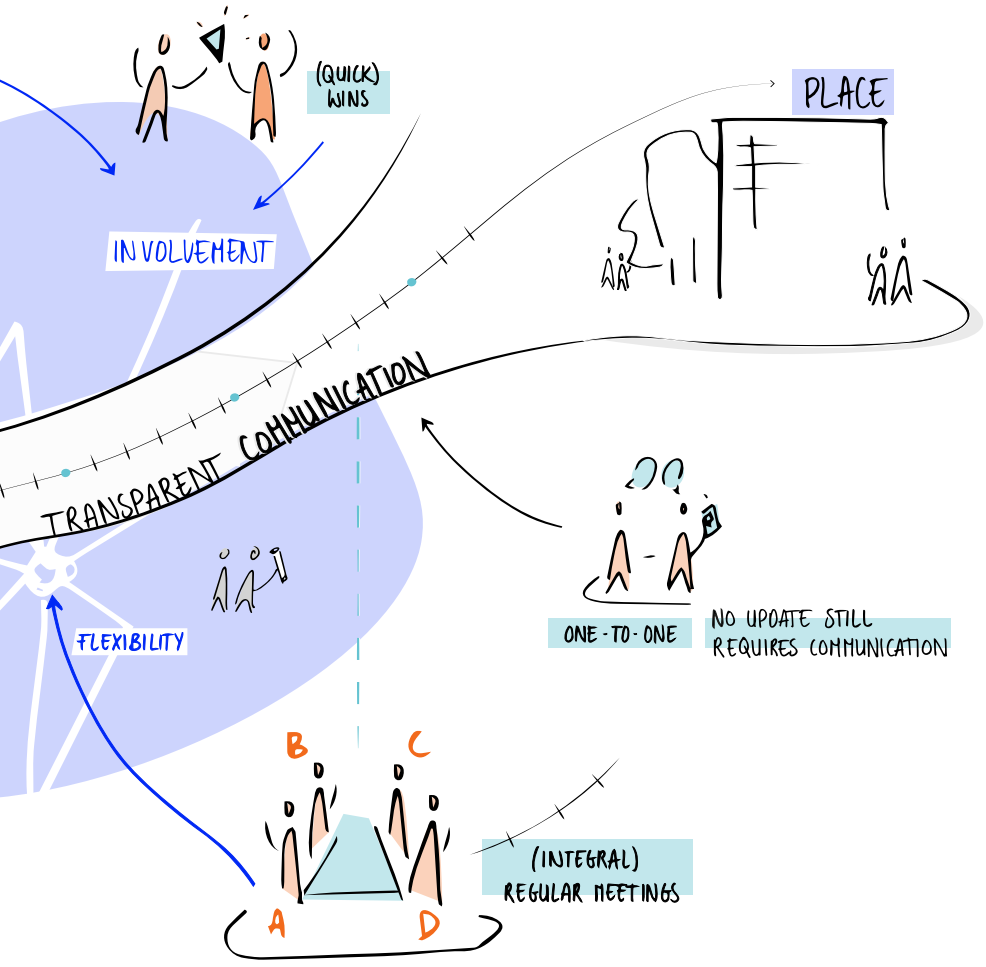
Figure 5 Roadmap 'from space to place, shaping experts into expert teams'

Conclusion

How can the quality of collaboration in urban regeneration projects be improved by designing a roadmap for informal governance?

It can be concluded that informal aspects are an underexposed part of the urban governance process in complex urban regeneration projects. However, the contradictory part is that informal steering unconsciously and continuously occurs during these collaboration processes. As a result, the stakeholders perform implicit or explicit (inter)actions that affect the other project stakeholders' trust, involvement, and expectation management. Therefore, awareness is needed to make these (inter)actions conscious instead of unconscious. Thus, an easy-to-follow roadmap, which entails the process, structure, and governance, can contribute to this awareness creation.

from space to place
shaping experts into expert teams



user guide

Creating **robustness** in collaborations does not manage it's own! By applying these (inter)actions, you will increase the **quality of collaboration** in urban (re)generation projects.

WHOM

escalation ladder
structure & governance

*// the participants and the rules for (inter)action, **who** is participating?*

HOW

(inter)action
process

*// the organization and frequency of the (inter)action, secure **regularity**!*

WHERE

location of (inter)action

*// the (**physical**) situation in which the it takes place, the (inter)action can be more than the meeting itself*

WHAT

infomal critical factor contribution

*// how the (inter)action produces an contribution to the **informal** collaboration factor(s)*

Recommendations

For practice

i. Create time for stakeholder relationships

ii. Keep communicating, anytime, with (any) one

iii. Minimise the change of (municipal) stakeholders during the process

iv. Remember: it's people's business

For further academic research

i. Formulate and investigate more informal collaboration factors

ii. Formal collaboration factors influencing the informal collaboration factors

iii. Case selection, another phase of the project

iv. Participation ladder

Table of Contents

01

introduction and methodology

In this part, the problem statement, literature in the context of the problem statement and societal and scientific relevance that led to the research proposal, will be discussed.

Introduction

1. Background

Urban areas are growing fast. Since 2007, for the first time in history, the majority of the people in the world have lived in an urban environment (Colantonio & Dixon, 2010). This city-life growth asks for regeneration of urban space because the city is not (yet) prepared and designed for this growth. In response to the demand for urban regeneration, developments are initiated and therefore processes for urban regeneration have to be established.

> *"Urban regeneration is a new strategy of urban development. It can effectively improve the urban physical environment, promote economic growth, and protect cultural heritage." (Xie et al., 2021)*

Western European countries have reviewed their urban policies and implemented new legislation to stress the importance of putting resources into improving the state of urban areas (Couch et al., 2003). The public and private substantial capital investments associated with urban regeneration projects make urban regeneration projects a public debate. To remain the primary centres of economic activity, innovation, and culture, managing the urban environment and the quality of life of its citizens extends well beyond concern for the physical well-being of the urban population (Commission of the European Communities, 1990).

A complex context characterises urban regeneration projects. It occurs in a changing environment and is therefore subject to uncertainty. Because it is a process of implementing a broad vision and long-term growth, a complicated decision-making process is unavoidable due to the diverse actors involved (Xie et al., 2021). An urban regeneration project collaboration consists of various disciplines: designers, technicians, architects, construction experts, financial analysts, and marketers. Naturally, architects prefer to talk to architects and technicians to technicians. However, urban regeneration projects have become so complex that communication is necessary (Platschorre, 2021). All these stakeholders have varying skills, goals and resources, which must be aligned. To do so, different methods to involve relevant stakeholders early on are being proposed by researchers. These processes focus on a highly collaborative approach to establishing an integral vision. These co-creation methods are focused on the formal, content side of an urban regeneration project, but the informal side of collaboration is underrepresented. Figure 6 shows a visual representation of the research background.

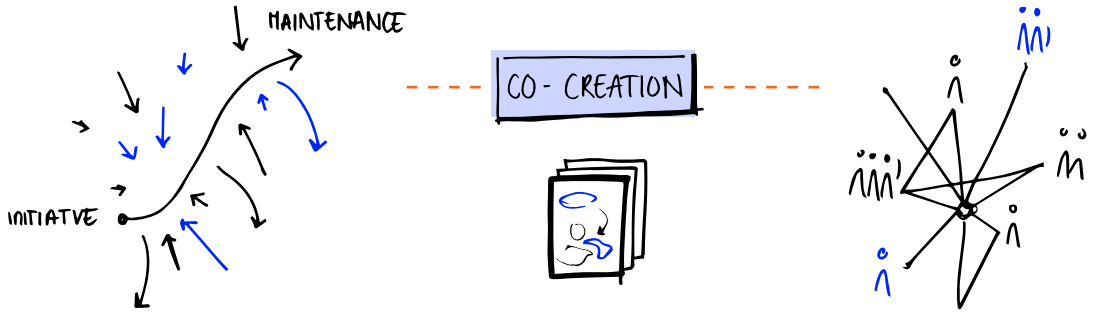


Figure 6 Overview of the background of the research

2. Research context

2.1. Challenge and goal

Co-creation determines the content and frameworks for the urban redevelopment process, but does it also enhance the quality of collaboration?

This research aims to gain knowledge in the field of urban (re)generation, stakeholder interaction, and informal governance to enhance the quality of collaboration in an urban regeneration project to align the stakeholders and create robustness. This robustness is desirable because of the uncertain nature of these projects and aims to accelerate processes in these collaborations.

The challenge is to generate a practical implication for improving informal governance between stakeholders, which creates awareness among the project team to engage with this soft side of cooperation actively.

2.2. Societal and scientific relevance

Societal relevance

The rapid growth of cities (Colantonio & Dixon, 2010) and climate change pose new risks and challenges for urban area development and regeneration. Urban spaces are our country's most sought-after areas: the housing problem must be addressed in a significant part, and operators of new commercial and industrial activities are looking for a location (Akkar Ercan, 2011; Daamen & Verwayen, 2021). Urban regeneration is an acceptable way to increase land value, improve the environment, and achieve socio-economic goals because it improves existing urban areas (Adams & Hastings, 2001). However, huge investments and technologies are required to ensure that we can continue to use our living environment (Daamen & Verwayen, 2021).

This research aims to create a strategy to improve the quality of collaboration and enhance stakeholder support during an urban regeneration project to make the process more robust.

Scientific relevance

Despite the enormous potential of urban regeneration, cities have struggled to meet their objectives due to institutional, economic, organisational, and managerial challenges (Xie et al., 2021). Therefore, a joint dialogue is needed as a starting point for cooperation within the construction sector to understand the complexity and dynamics of urban regeneration and climate change. However, the parties involved have a fragmented view of the risks and how to deal with them (Daamen & Verwayen, 2021).

Many academics and practitioners have suggested that ineffective governance structures are to blame for many of the problems of urban redevelopment. To achieve goals, a suitable governance system may aid in distributing resources and authority, partner organisation, and resolving conflicts of interest (Xie et al., 2021). Furthermore, it is the early engagement of design as a tool to bring in experts, establish objectives early, openly discuss beliefs and ambitions, and build visions of possible futures that may keep a variety of parties together over a long period. This will lead to improved urban planning (Hinterleitner et al., 2021). Thereby, several studies have shown a relationship between urban regeneration performance and effective governance. However, the debate about 'what' urban regeneration governance is and how to build acceptable governance frameworks for urban regeneration is still being discussed (Xie et al., 2021). According to Carmona (2014), these' process' aspects define how places are shaped and, if explored, might provide an essential core for the study and practice of urban planning. Nowadays, the debate about the quality of urban design is based on little evidence and a

lack of knowledge of the design, development, and political processes that gave rise to them, as well as how and by whom they are used, how and why they are governed (Carmona, 2014). Likewise, Dewulf and Kadefors (2012) emphasise the problem of the complexity and sustainability of collaborations between clients and contractors, focusing on the interaction of contracts, relationship management and attitudes of stakeholders. They suggest that a type of interaction has two dimensions: the formal agreement and the actual interaction (Dewulf & Kadefors, 2012).

Therefore, this research gains knowledge in the field of urban regeneration, stakeholder interaction, and (informal) governance, as illustrated in figure 7.

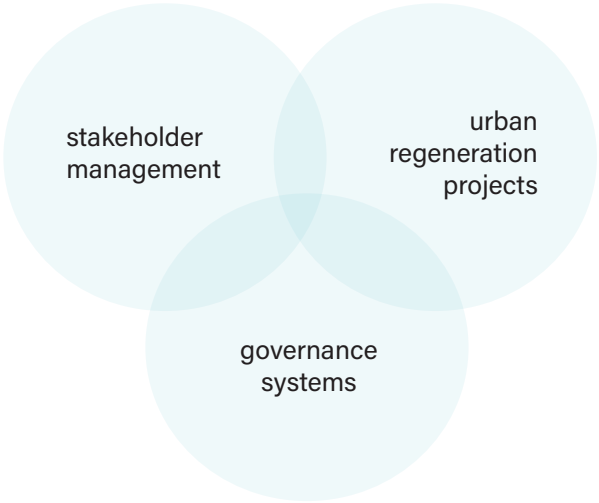


Figure 7 Research domains indicating the literature gap

3. Research questions

The following main research question is formulated based on the challenge, research gap, and aim of this research:

How can the quality of informal collaboration in urban regeneration projects be improved by designing a roadmap for informal governance?

To answer the main research question, four sub-research questions are investigated during the research:

i. How is stakeholder management of internal stakeholders organised during the development and realisation phase of an urban regeneration project?

ii. What stakeholder management strategies are used by multi-actor systems in complex socio-technical projects in general and specific for urban regeneration projects?

iii. What are critical factors for informal governance in urban regeneration projects?

iv. How to secure informal governance by providing a framework?

Methodology

4. Methods and techniques

4.1. Type of study

This research aims to understand the phenomenon of informal collaboration in urban regeneration and provide insights for improvement by designing a roadmap known as Design Science Research (Blaikie & Priest, 2019; Hevner, 2007). The research gap to be studied is about concepts within the social sciences, and therefore is this research empirical by nature. A research plan is made to connect the empirical data to the research questions, and a research design is followed, ensuring that the (logical) sequence is safeguarded (Yin, 2009).

The research aim leads to an abductive logic of inquiry because: "abductive logic involves constructing theories derived from social actors' language, meanings, and accounts in the context of everyday activities. It incorporates what Inductive and Deductive logistics ignore – the meanings and interpretations, the motives and intentions that people use in their everyday lives, and which direct their behaviour – and elevates them to the central place in social theory and research" (Blaikie & Priest, 2019). Since the research investigates the behaviour amongst stakeholders and how it is perceived, it can be placed within the social sciences and research field.

The research method and techniques are based on qualitative studies. Qualitative research is suited because it implies "methods that are concerned with producing discursive descriptions and exploring social actors' meanings and interpretations" (Blaikie & Priest, 2019). This qualitative approach identifies three focus areas: theoretical, empirical, and design and validation.

4.2. Design science research

The Design Science Research framework by Hevner (2007) is applied to structure the research. Figure 8 shows a schematic overview of the Design Science Research process, which is a translation of the original Design Science Research process (Hevner, 2007) and adapted based on the features of this research.

The Relevance cycle includes needs from the surrounding environment in the research and places research objects in-field testing, which is the empirical phase of the research. This section outlines the context and aspects of an urban regeneration project based on expert interviews and document exploration.

The Rigor cycle integrates foundational ideas and methodologies, experience from practice and expertise into the study and adds the new information created by the research to the theoretical section.

The core Design cycle encourages a more closed-loop research activity in developing and assessing the strategy design and processes and is part of the validation section (Hevner, 2007). This validation phase consists of semi-structured discussions with experts from the field. Finally, the design is tested and adjusted based on the validation.

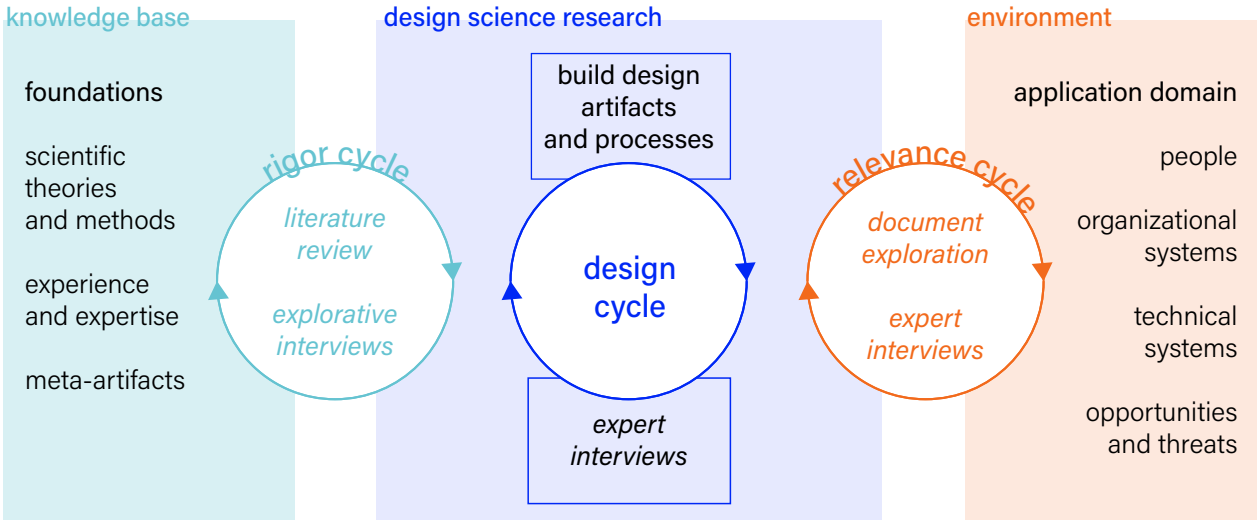


Figure 8 Design Science Research Cycle (adapted from Hevner, 2007)

focus	theoretical		empirical		validation	
mode	literature research		case study research		design science research	
method	literature studies		case studies		case studies	
technique	literature review	explorative interviews	expert interviews	document exploration	expert interviews	
unit/tool			mutiple-cases			

Figure 9 Research methods and techniques

4.3. Research methods and techniques

Figure 9 shows a schematic overview of each focus area's modes, methods, techniques, and units. This scheme is linked to the Design Science Research cycle (figure X, (Dym et al., 2014)).

Through a literature review, knowledge is gathered in the field of urban regeneration projects, stakeholder interaction and informal governance. Simultaneously, explorative interviews are held with practitioners in the field of urban regeneration. During the empirical phase of this research, case study research is executed. Finally, the case studies are fulfilled through semi-structured expert interviews and document exploration.

Figure 10 shows the research framework for this thesis. It gives an overview of the different focuses, research questions, techniques, goals, and outputs.

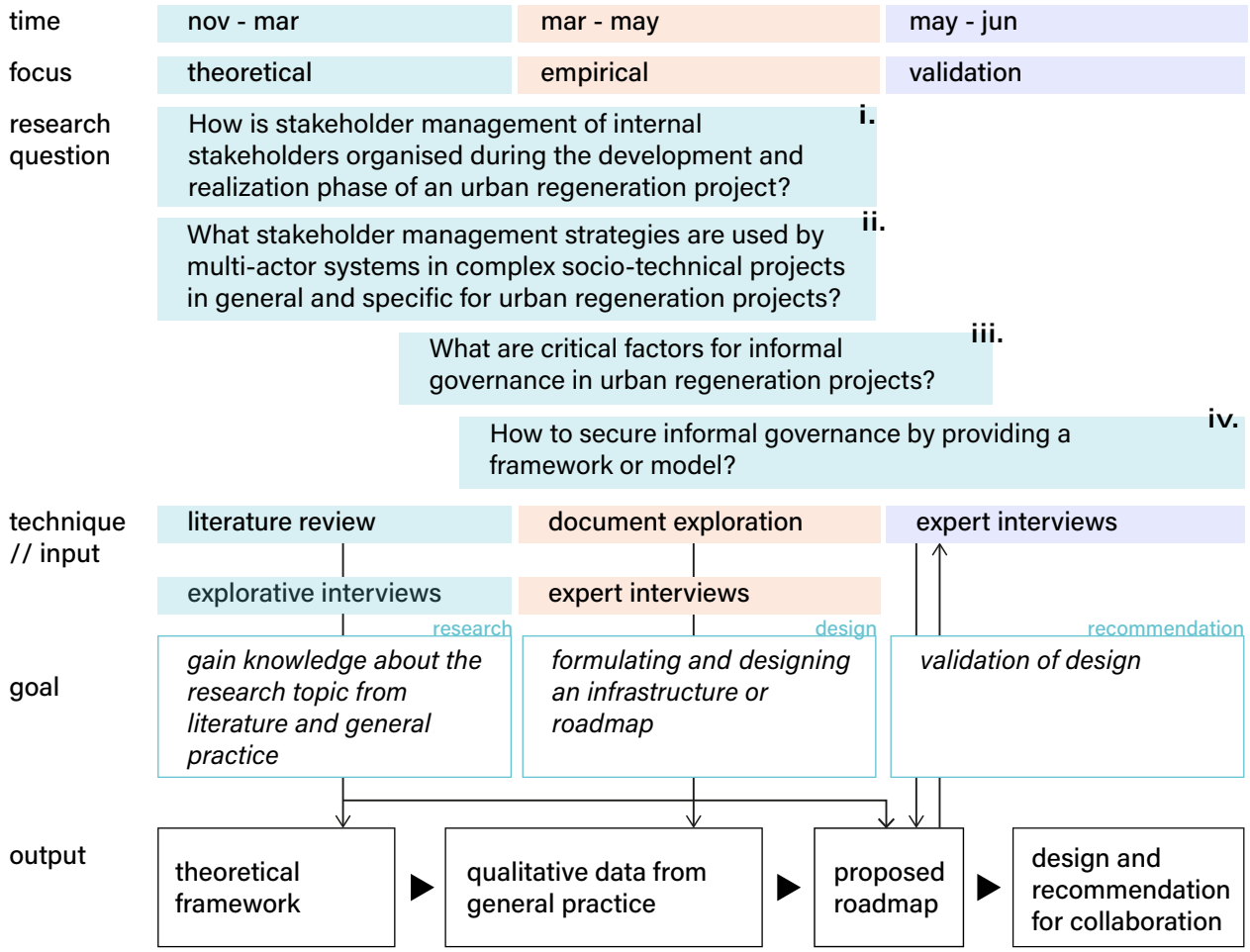


Figure 10 Research Framework

Knowledge base

The knowledge base (Rigor cycle) is the theoretical research part of this thesis and is divided into a literature review and explorative interviews.

Literature review

The literature review is executed in the preliminary stage to ensure the intended thesis question hasn't been addressed before (Knopf, 2006). The review is the theoretical basis of the research from which the strategy is further developed, next to the explorative interviews and case studies. Despite the literature review being a preliminary stage of the thesis, it has been subject to modifications throughout the research.

In section 'II. Knowledge base', the main concepts and the corresponding literature review are presented. The following concepts are explored: 1) urban regeneration projects, (2) stakeholder management and (3) governance systems. These concepts are researched using search engines Scopus and Google Scholar. First, keywords are determined based on the concepts researched to structure the literature review. The applied search approach is backward snowballing, which indicates using the reference list to identify relevant literature within the research field (Wohlin, 2014).

Explorative interviews

Besides the literature review, explorative interviews are conducted with professionals working in the field of urban regeneration projects. These explorative interviews are held to gain first insights into the actual problems and barriers (in the early stage) of an urban

regeneration project amongst the stakeholders involved. These professional experiences enhance the (literature) research scope and make it relevant for practice.

Environment

The Environment part (Relevance cycle) is the empirical research and gives insight into past cases from practice. It provides an understanding of collaboration processes amongst stakeholders within urban regeneration projects. "The essence of a case study, the central tendency among all types of case study, is that it tries to illuminate a process or set of processes: why they were taken, how they were implemented, and with what result" (Schramm, 1971; Yin, 2009). Two sources of evidence are used to gain this knowledge: document exploration and expert interviews.

The empirical research is conducted through a multiple-case study (Yin, 2009). The empirical framework for this research is shown in figure 11.

Document exploration

The document exploration is executed in parallel with the expert interviews. The exploration of the cases is done through existing documentation about the project. The cases reveal the available variety of documentation, such as the formal contents (e.g. written content, such as administrative documents, formal studies and evaluations and agendas). The goal is to gather background information about the cases to understand the context. The characteristics create a base for conducting the expert interviews.

Expert interviews

Semi-structured interviews are conducted in the empirical phase of the research to obtain qualitative information for the cases (Blaikie & Priest, 2019). The interviews give insights into the stakeholders' experiences for each case analysed. Face-to-face interviews are favoured since they allow for online and offline non-verbal behaviour observation.

The conversations lead to a methodological threat because of the conversational nature of an interview. The unfavourable interview bias can be a consequence of the interviewer (accidentally) influencing the interviewees' responses, and then these responses can (accidentally) influence the line of inquiry. Although awareness of the implications will improve case study findings, it will not be enough to overcome them (Yin, 2009).

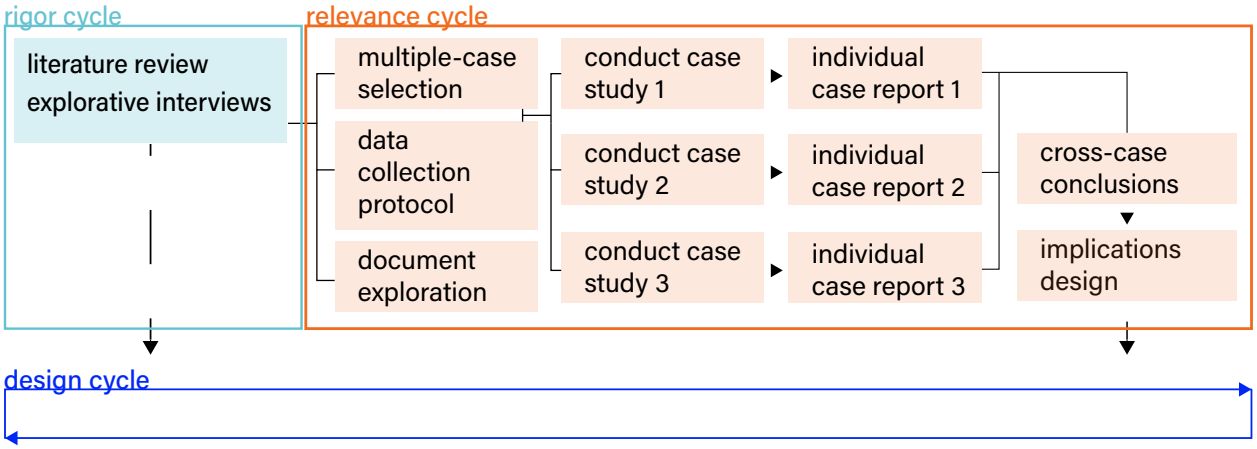


Figure 11 Empirical research framework by COSMOS (adapted from Dym et al., 2014; Hefner, 2007; Yin, 2009)

Design

The Design cycle combines both the theory from the knowledge base and the insights from practice from the environment to design a supporting roadmap for collaborations in urban regeneration projects. The Rigor cycle and the Relevance cycle provide foundations based on scientific theories and methods for the application domain, involving people, systems, opportunities and threats (Hevner, 2007).

Validation

The proposed roadmap is tested and evaluated through expert interviews during the validation phase. The expert interviews give insights to make the proposal more useful for application in the professional context next to the theory.

Expert interviews

The interview technique focuses on the notion of a social unit, a group of people, and how it is studied. In contrast to surveys, the case study collects data from the social unit (Goode & Hatt, 1953). In addition, the participants are professionals with a background in urban developments and thus give valuable input with know-how from the field.

4.4. Research limitations and practical problems

Two general issues arise when doing case study research: the desirability to generalise and theorise the findings from the case studies. Researchers propose different techniques, but it generally requires judgment rather than probability sampling techniques used in quantitative research. Case selection is a crucial element and needs extra consideration during the selection process. Typical cases are valuable for generalising, whereas extreme cases are more valuable for theorising (Blaikie & Priest, 2019).

Step one is selecting the appropriate case, but the next stage can cause even more limitations. Getting the right professionals enthusiastic and willing to participate and generate time in their agendas is also a challenge. During the explorative and expert interviews, extra attention is drawn to a bias due to poorly articulated questions, responsive bias, and inaccuracies due to poor recall and reflexivity (Yin, 2009).

4.5. Data plan

The four FAIR Guiding Principles are applied to improve the reusability of this study, focusing on enhancing computers' ability to automatically identify and utilise the data (in addition to supporting its reuse by individuals). The research needs to be (Wilkinson et al., 2016):

(1) **Findable**: this thesis will be registered in the Repository of Delft University of Technology to safeguard searchability. The Repository can be accessed, and anyone can download documents via https://repository.tudelft.nl/.

(2) **Accessible**: a distinction is made between included and excluded data from the final thesis document in the Delft University of Technology Repository. Data can be excluded because of anonymity and confidentiality; thus, the author had no full ownership of that data. The data retrieved from personal communication will only be shared with third parties if the participant agrees to the semi-structured interview via an informed consent form. If a reader wants to access the excluded data, the author can be contacted through the contact details mentioned in the colophon.

(3) **Interoperable**: the language used throughout this thesis, a "formal, accessible, shared, and broadly applicable language for knowledge representation" is used, English (Wilkinson et al., 2016).

(4) **Reusable**: the methods for collecting and analysing used to conduct this research are

described in detail in the 'Methods' section for transparency and the reusability of the thesis. All (academic) literature and resources are referenced in APA style and can be traced in the 'References' section. All data will meet the domain-relevant community standards.

4.6. Ethical considerations

The research involves an intervention in other people's lives to advance knowledge that implicates doing social research, and thus ethical issues must be considered. As a social researcher, you must act ethically towards the research participants and subjects. Therefore, ethical behaviour must be considered during all phases of the research (preparing, designing, collecting, analysing, and optionally sharing with third parties) (Blaikie & Priest, 2019).

When all techniques planned for conducting this research are considered, several principles must be considered. First, a distinction can be made between the general study and the participants' techniques, as shown in figure 12.

For general research (focussing on the literature review and document exploration), the following ethical principles are considered: competence of integrity of researchers, conflicts of interest, ethics of publication, academic freedom and requirements of the scientific community, academic and professional associations.

Participation is always in this research, concerning the explorative interviews, expert interviews, and expert panel). First, participants are informed about the study's goal, context, and implications through an information brochure. Thereby, anonymity and confidentiality are essential and guaranteed. Next, these principles involving participants are illustrated in an information guide, and the participants are asked to read this carefully. After being accurately informed, if the participants want to withdraw from participation, they are right to refuse contribution. Finally, an informed consent form will be shared if the participant agrees with the terms and conditions (Blaikie & Priest, 2019).

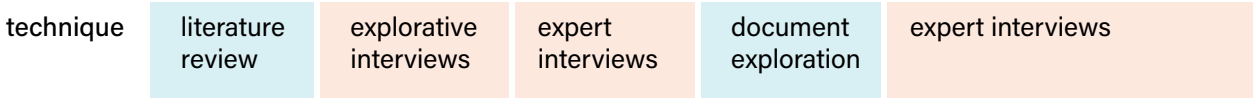


Figure 12 Different types of techniques used throughout the study

02
knowledge base

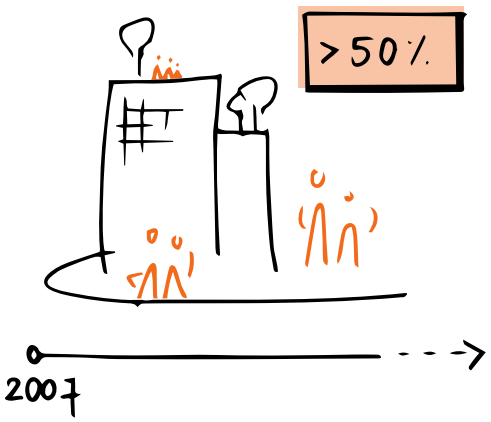
This chapter elaborates on the different concepts introduced for the challenge, as part of the Rigor cycle. The literature review give insights in the following concepts: (1) urban regeneration projects, (2) stakeholder management and (3) governance systems.

Urban Regeneration

Cities are constantly transforming, and thereby urban areas are growing fast. Over the past 40 years, cities in Europe have experienced a more rapid change than before. Since 2007, the majority of the world's population lives in an urban environment (Colantonio & Dixon, 2010). This city-life growth is accompanied by a challenge: the need for regeneration of urban space because the city was not yet prepared and designed for this growth. Urban areas face economic, social, physical, environmental, and financial issues. A field of public policy, urban regeneration, is required to address all these challenges (Couch et al., 2003; Xie et al., 2021).

For the scope of this thesis, the European urban regeneration projects will be researched due to cultural and political differences compared to cities outside Europe.

*"Regeneration is concerned with the **regrowth** of economic activity where it has been lost; the restoration of **social function** where there had been dysfunction, or **social inclusion** where there has been exclusion; and the **restoration of environmental quality** or ecological balance where it has been lost." (Couch et al., 2003)*



5.1. History urban regeneration

From the Middle Ages to the 21st century, European cities have shown signs of conflict between city and country, rulers and ruled, rich and poor: the city has shaped social, cultural, and economic growth (Commission of the European Communities, 1990).

After the Second World War, the problem of outdated housing in western European cities was challenged by significant slum approval and replacement policies. From the late 1960s, countries moved to more thoughtful housing renovation and area improvement programmes. Ten years later, the implementation of the Housing Act was a reaction to confrontations between communities and city governments in Amsterdam and Rotterdam. In the mid-1980s, due to unemployment and urban poverty, the traditional structure of many cities was undergoing a rapid change (Couch et al., 2003).

The Green Paper on the Urban Environment (Commission of the European Communities, 1990) took a critical perspective on urban areas and the role of urban policies to comply with the primary objectives and globally protect the environment. The goals are 'the creation, or recreation, of towns and cities which provide an attractive environment for their inhabitants', and 'strategies which emphasised mixed-use and denser development' were to be preferred (Commission of the European Communities, 1990). This type of urban policy and intervention is an aspect of managing and planning existing urban areas (Couch et al., 2003).

As an instrument of urban policy, the Green Paper on the Urban Environment grew in importance and interest. The public and private substantial capital investments associated with urban regeneration projects created an additional source of significance (Commission of the European Communities, 1990). Western European countries have reviewed their urban policies and implemented new legislation to stress the importance of putting resources into improving the state of urban areas (Couch et al., 2003). Managing the urban environment and the quality of life of its citizens extends well beyond concern for the physical well-being of the urban population to remain the primary centres of economic activity, innovation, and culture (Commission of the European Communities, 1990). Urban regeneration is regarded as a new strategy of urban development that effectively can improve the physical environment, encourage economic growth, and safeguard cultural heritage (Xie et al., 2021).

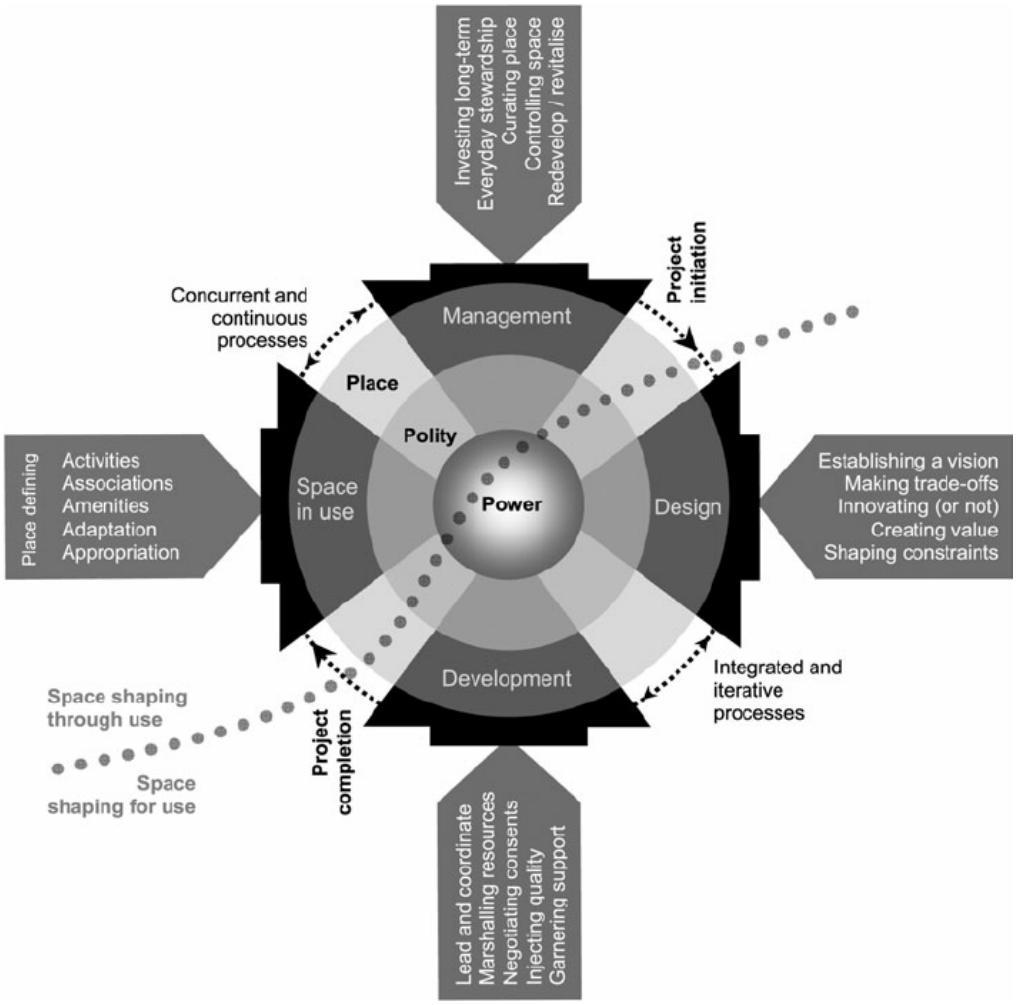


Figure 13 Urban design process: a place-shaping continuum (Carmona, 2014)

6. The Urban Design Process

Urban growth results from a combination of social, economic, cultural, and political dynamics (Commission of the European Communities, 1990; Xie et al., 2021). Cities respond by initiating urban regeneration projects to structure, monitor, and react to urban growth. The act of urban regeneration is accompanied by an evolving urban design process, which can be seen as an integrated place-shaping continuum (Carmona, 2014).

Carmona (2014) translated his view on the Urban Design Process into a schematic overview with four active place-shaping processes: Design, Development, Space in use and management. These processes are not performed in isolation and are iterative by nature. This research focuses on the Design and Development part of the continuum, also referred to as the 'Space shaping for use'. Figure 13 visualises the Urban Design Process as Carmona (2014) implied.

A more generic way of illustrating an urban regeneration project can be mapped through the project life cycle of a construction project. The project life cycle is divided into different stages, each with its characteristics and intensity. Roughly, the different phases within an urban regeneration project can be distinguished in the following four segments, as illustrated in figure 14.

(1) initiative	project initiation, shaping the ambitions, goals and values
(2) design	developing the design
(3) construction	execution of design
(4) operation and maintenance	

Figure 14 Phases in urban developments

These processes within an urban regeneration project are shaped by three different layers: place, polity, and power. The environment and contextual dynamics characterise the place and polity layers. Place contains the history and traditions of the place, and polity contains the policy context. Then, the third layer is defined by power. This layer includes the (power) relationships between stakeholders, focussing on urban design processes in different directions and diverse and unpredictable ways (Carmona, 2014).

6.1. Complex socio-technical challenges

An urban regeneration project is regarded as a complex socio-technical challenge since the construction industry is dynamic due to uncertainties in technology, budgets, and development processes (Chan et al., 2004). Complex socio-technical challenges generally involve a complex, non-linear mix of people and technology (Brazier et al., 2018; Norman & Stappers, 2015). These people and technology are embodied in a project's governance, design, and engineering dimensions in a changing environment. Williams et al. (2019) describe a project as an entity that does not occur in isolation; it is dependent on a variety of complex and unknown factors, both internal and external. This project management theory can also be applied to urban regeneration projects. According to Winch (2010), the central paradox in managing construction projects is the role of uncertainty in creating enclosed logic in decision-making.

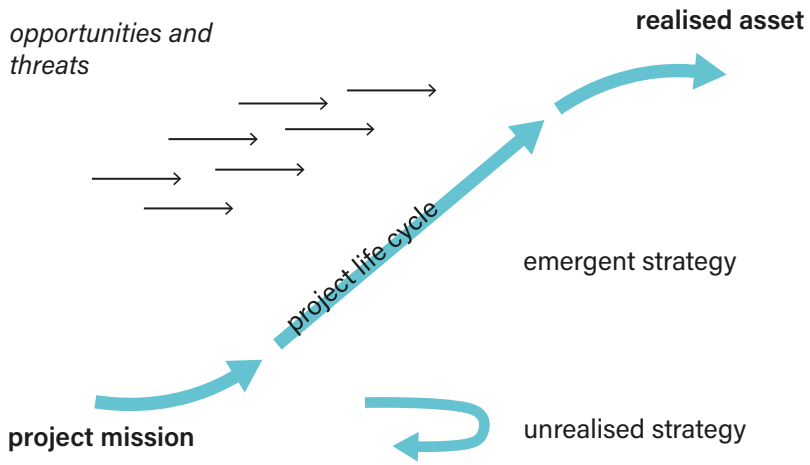


Figure 15 Deliberate and emergent strategies model by Mintzberg, adapted from Mintzberg (1987) and Winch (2010)

This uncertainty indicates an elevated view on construction projects, particularly urban regeneration projects, which can be captured within strategic management. Uncertainty and strategies in changing environments are widely studied by Mintzberg (1987); he developed the Deliberate and Emergent Strategies model to visualise such a process. It represents the concept of strategy and distinguishes the in- and outputs throughout the development of a strategy over time. The model can be applied to a project in its changing environment due to opportunities and threats to contextualise this school of thought about strategies within urban regeneration. To translate the model of Mintzberg (1987) into an urban regeneration project flow, the following elements can be distinguished (figure 15):

- intended strategy (project mission)
- unrealised strategy
- emergent strategy
- deliberate strategy (project life cycle)
- realised strategy (realised asset)

The Deliberate and emergent strategies model (figure X) starts with an intended strategy (project mission), which is the consciously intended course of action. Project management theories suggest that projects have a known end, which is inadequate for complex sociotechnical systems such as urban regeneration. According to Brazier et al. (2018), an integrated approach to systems design and engineering management that spans the life cycle of an evolving complex socio-technical system is required to deal with this continuously changing environment.

Over time, the intended strategy is subject to various opportunities and threats; therefore, emergent strategies are shaped in parallel with unrealised strategies (Mintzberg, 1987). New stakeholder requirements, unanticipated obstacles, emergent system behaviour (a feature of complex systems), new technology, new possibilities, manufacturing experience, and environmental changes are all examples of changes that occur throughout and between phases (Brazier et al., 2018). Due to unpredictability, the complex system doesn't always perform as expected in practice (Brazier et al., 2018; Winch, 2010) like Mintzberg's deliberate and emergent strategies model (Mintzberg, 1987). Because some of the alterations result from different perspectives on the project held by each stakeholder, elaborating the project mission is critical for successful execution and a satisfactory outcome. As a result of the degrees of impact on the environment and people of a construction project, project limits may be changed or exposed to varying expectations and interpretations by various stakeholders (Fageha & Aibinu, 2013).

The model in figure 16 can be created by combining Carmona's Urban Design Process model (2014) and the Deliberate and emergent strategies model of Mintzberg (1987). This model implies the urban regeneration project as a continuous process in which power, polity and place are important factors of influence, operating in a changing environment.

"Urban regeneration is characterised by collaboration between organisations with different qualities, motivations and resources to tackle projects at a larger spatio-temporal scale."
(Jones & Evans, 2006)

For this research, the power component is being reviewed in greater depth concerning governance since academics and practitioners have suggested that ineffective governance structures are to blame for many urban redevelopment problems. To achieve goals, a suitable governance system may aid in the distribution of resources and authority, the organisation of partners, and the resolution of conflicts of interest (Xie et al., 2021).

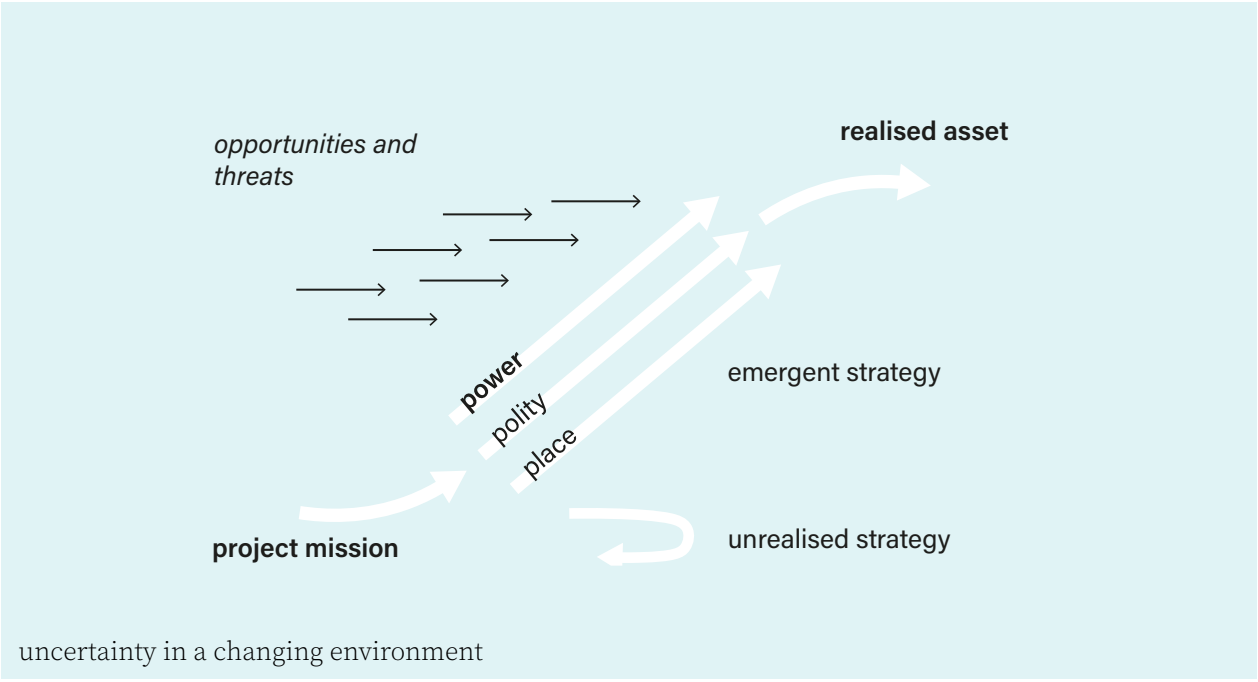
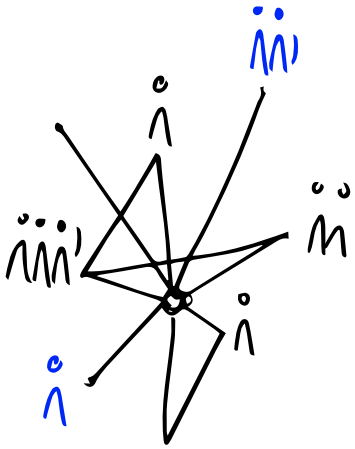


Figure 16 Combined Deliberate and emergent strategies model by Mintzberg (1987) and the Urban Design Process by Carmona (2014)

Stakeholder management

The diversity of public space design processes is informed by the wide range of physical environments they shape, stakeholders they include, and ambitions they address (Carmona, 2014). Internal and external stakeholders are involved and creators of complex urban regeneration projects to meet the demand for living. A person or group of persons are project stakeholders within the area where the project runs and have a strong interest in the project's outcome (Freeman, 1984; Olander & Landin, 2005). According to Winch (2010), "the project stakeholders are those actors who will incur – or perceive they will incur – a direct benefit or loss as a result of the project".



6.2. History stakeholder management

Based on a stakeholder approach from management practice in the 1960s, managers should be actively aware of the relationships with all stakeholders to establish business strategies and build stakeholder support for the project. For long-term success, they need to recognise the interests of stakeholders, employees, customers, suppliers, lenders, and society (Freeman & McVea, 2001).

In the mid-1980s, the incentive for stakeholder management was taking the stage because managers shared the need for a strategy to cope with environmental unpredictability and change (Freeman & McVea, 2001). To respond appropriately to this challenge, Freeman (1984) proposed a stakeholder approach and defined stakeholders as "any group or individual affected by or can affect the achievement of an organisation's objectives". The goal of stakeholder management was to develop strategies for managing the many groups and interactions that followed (Freeman & McVea, 2001).

7. Complex socio-technical structures

Nowadays, the stakeholder management concepts come from corporate planning, systems theory, corporate social responsibility, and organisational theory (Freeman & McVea, 2001). However, urban design typically involves many stakeholders across development, regulatory, enabling, and long-term stewardship roles (Tiesdell & Adams, 2012). The complexity of controlling, understanding, and implementing such a complex socio-technical system as an urban regeneration project, is mainly due to the combination of human and social factors involved (Norman & Stappers, 2015). The social aspects result from the interaction between stakeholders within the system and the interaction with external factors (Brazier et al., 2018). Therefore, the critical task is to investigate, gather and coordinate all the various interests and (contrasting) views about how to shape the place (Carmona, 2014).

The stakeholders and external factors can be seen as the most important aspects of systems thinking because the collection of interconnected and crucial components needs to be recognised, with their interconnections as necessary as the pieces themselves (Norman & Stappers, 2015). Freeman (1984) supports this view when conceptualising the effective management of stakeholders: three critical concepts about stakeholders as essential components must be considered. First, identify the stakeholders and their perceived stakes; second, manage the processes; and third, manage the company's relationships with its stakeholders (Freeman, 1984).

7.1. Stakeholder identification

An overview needs to be generated by identifying partners and opponents to manage the wide variety of stakeholders within urban regeneration projects. A crucial aspect of urban regeneration is the collaboration among stakeholders with varying skills, goals, and resources (Xie et al., 2021). Regardless of any stakeholder group's relative power or interest, every stakeholder should be considered. Stakeholder categorisation and mapping techniques are necessary to aid the analysis and, thereby, the management of the project (Winch, 2009).

Williams et al. (2019) show that identifying stakeholders in a complex project already at the front-end is challenging. In addition, the variation of stakeholders with numerous desires and expectations often conflicts with each other (Williams et al., 2019).

There are many ways to identify and map stakeholders, for instance:

(1) Social Network Analysis is often used to identify and prioritise stakeholders (Williams et al., 2019).

(2) A basic categorisation can be made based on the legal contract of the project: internal stakeholders (demand and supply side) and external stakeholders (public and private) (Winch, 2010).

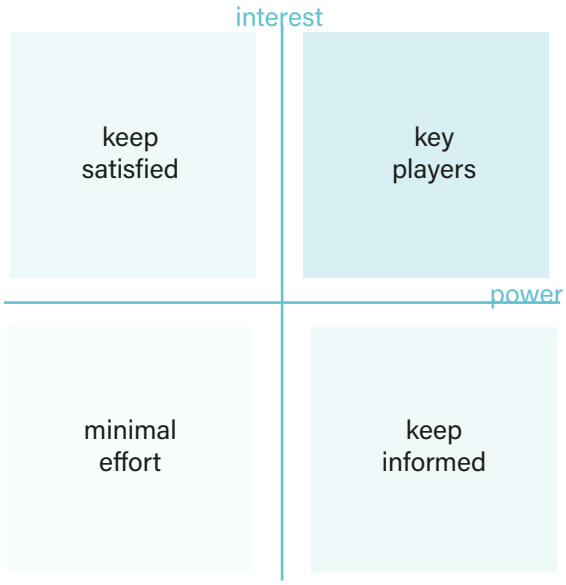


Figure 17 Stakeholder mapping (adapted from Olander & Landin, 2005)

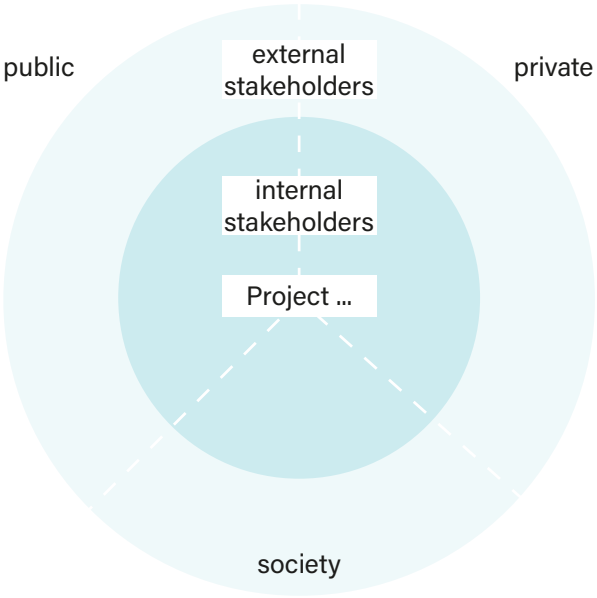


Figure 18 Multi-stakeholder diagram (based on Alexander & Robertson, 2004; Czischke, 2017; Winch, 2010)

7.2. Stakeholder relationships

After identifying and categorising the stakeholders, the relationships and interdependencies can be mapped. Similar to the identification and categorisation, the mapping process is a challenging task and not unambiguous in the end. Concepts to visualise such interdependencies are:

(1) Power-Interest matrix, figure 17 (Olander & Landin, 2005)

(2) The Multi-stakeholder diagram is based on different stakeholder 'zones' within the project, figure 18 (Alexander & Robertson, 2004; Czischke, 2017; Winch, 2010)

The basic categorisation of Winch (2010), the multi-stakeholder diagram of Alexander & Robertson (2004) and Czischke (2017) are combined in figure X as a general overview of stakeholders within an urban regeneration project. Each project stands alone and therefore generates varying outlines.

Managing stakeholders from the initiation of a project are critical to meeting stakeholders' expectations and preventing stakeholder difficulties. To develop suitable relationships within the project team, the individual needs and desires must first be known and well understood. These complex projects are often already developing, without an appropriate analysis of the interests and needs of (key) stakeholders, as several academics have shown in research. Therefore, dealing with stakeholders' interests early in the project is advantageous since a system's objective and needs must be understood and well-formulated. Once adequate stakeholder expectations are established, more chances of a successful system are expected (Brazier et al., 2018; Lahdenperä et al., 2012; Williams et al., 2019).

7.3. Stakeholder interaction

Projects and project teams can be seen as networks of commitments, with people as central components of these projects (Culmsee & Awati, 2012). During the project life cycle, the interactions shape the connections between these components. The quality and objectives of these interactions are therefore of importance. Hajer (2005) formulated themes of attention that help to understand and design adequate vision and policy development processes in which different governments, market parties and other interests are involved. Figure 19 shows the steps and fields of interest for each step. According to Hajer (2005), the quality of the setting allows for, or initiates or provokes, an interaction of perspectives that enables dynamic preference formulation.

1	**scripting**	the creation of a setting by determining the participants and the rules for interaction	whom
2	**staging**	the organization of interaction	how
3	**setting**	the physical situation in which the interaction takes place	where
4	**performance**	how the interaction itself produces an understanding of the problems at hand, knowledge, and new power relationships	what

Figure 19 Steps for effective vision and policy development processes (adapted from Hajer, 2005)

Governance systems

Brazier et al. (2018) provide a holistic approach to managing complex socio-technical system design and engineering that incorporates both systems design and engineering (technical management) and governance (organisational management) throughout the system's life cycle. A significant governance component is the institutions and stakeholders involved: who has what powers and responsibilities, and how do they interact? (Couch et al., 2011). Planners make decisions regarding the 'what' and 'how' questions with the aim of improving such urban places: what do we want to achieve, and how can we work together to get there. The 'what' has always been important in planning, but as the collaborative and communicative aspects of planning have gotten more emphasis increasingly, the 'how' – the process – has gotten a lot of attention at the expense of discussion on the optimal 'what' – planning results (van Dijk, 2021).

Partnership and cooperation between urban planners and various stakeholders representing various interests are emphasised in collaborative planning techniques and forming a shared vision on critical planning problems (Vandenbussche, 2018).

7.4. History urban governance

Traditionally, the public sector takes the initiative in urban regeneration projects. The municipality provides the input for further developments and launches a tender if they are the landowners, if necessary. This resulted in collaborations between the public and private sector, where the private parties stepped into the process from the design phase. This traditional division of public and private tasks within the construction sector transformed during the 1980s (Dewulf et al., 2012; van Dijk, 2021). The market-based criteria were applied to the supply of public goods and services, and private sector thinking was introduced and implemented in the public sector: Public-Private Partnerships (PPP) became a new way of collaboration (Dewulf et al., 2012).

Throughout the urban scale, urban governance has evolved from unitary governance to multiple governance as new ideas such as "people-centred" and "sustainable development" have gained power. In this context, governments are more open to other urban stakeholders and provide numerous chances for different partners to express their thoughts, recommendations, and complaints (Xie et al., 2021). In recent years, several academics have focused on enhancing urban regeneration governance.

8. Governance in urban regeneration projects

Many scholars came up with a description of 'urban governance' as a concept throughout the years. Xie et al. (2021) made an overview of these descriptions from academic writings between the years 2006-2019. A selection of these descriptions is listed in table 1, from which the following description can be distracted:

Urban governance covers the domain of public management. It aims for dynamic, collective interactions between all stakeholders (public, private, and society) to shape the process of urban regeneration into a transparent, cooperative, and inclusive development.

Table 1 Definitions of Urban Governance, Governance and Governance in Urban Regeneration (adapted from Xie et al., 2021)

Source	Concept	Description
(Hemphill et al., 2006)	*Urban governance*	‘’To some extent, it could be argued that urban governance is just a new phraseology encapsulating previous discourses such as ‘corporate thinking’, ‘public management’, ‘political systems’ and ‘strategic planning’.”
(Cars et al., 2002)	*Urban governance*	‘’Cars et al. (2002) use the term urban governance to refer to the modes and practices used to mobilise and organise collective action. Through exploring the relation between transformation processes, institutional capacity and social milieux, Cars et al. (2002) demonstrate the multiple layering in time and space of urban governance relations and the dynamic interactions between local efforts and broader structuring forces. ‘’
(Xie et al., 2021)	*Urban governance*	‘’Urban governance can be regarded as an approach dealing with various urban affairs, including providing services to citizens, attracting investment and creating jobs. In a broad sense, it refers to blending the differences of stakeholders, making the decision-making process more cooperative, democratic, transparent, and inclusive, and achieving financial decentralisation, political decentralisation, and empowering civic and social groups.”
(Schenkel, 2015)	*Urban governance*	‘’There is no ideal model of urban and regional governance, but it is clear that improving governance in urban regions is not just about reforming institutions. It is also about changing attitudes, the culture of governance and questions of identity. Good urban governance is understood as a political task to redirect traditional values into knowledge-based actor networks.”
(Parés et al., 2014)	*Urban governance*	‘’Urban governance is supposed to be evolving towards more cooperative ways of urban policy-making that strengthen the weight of the private sector in public decision-taking (p. 3251).”
(Davies, 2002)	*Governance*	‘’Stoker (1998, p. 19) defines it simply, as a complex set of institutions and actors that are drawn from but also beyond government. (p. 303)”
(Whitehead, 2003)	*Governance*	‘’In this paper governance is understood as a process whereby formal governing structures are no longer focused primarily on the political realms of public sector government (parliament, town/city hall, civil servants), but are increasingly incorporating a range of interests drawn also from the private sector and civil society. (p. 7)”
(Boisseuil, 2019)	*Governance in urban regeneration*	‘’Governing therefore means understanding the principles and modes of action of all of the actors involved in the policy process. (p. 427) Separate units administer each policy and have the power to shape their own domains. Governance refers to the power over the implementation of each of them. (p. 428)”

8.1. Collaborative Governance

Collaborative planning techniques are increasingly popular in Western countries, and the success of such approaches is heavily dependent on the quality of group dynamics within a collaborative partnership (van Dijk, 2021; Vandenbussche, 2018). Moreover, collaboration is essential for achieving effective action in a system where power is distributed.

An urban regeneration project collaboration consists of various disciplines: designers, technicians, architects, construction experts, financial analysts, and marketers. Naturally, architects prefer to talk to architects, designers to designers. But the problems have become so complex that the connection has become necessary (Platschorre, 2021). Moreover, because urban regeneration is a process of implementing a broad vision and long-term growth, complicated decision-making is unavoidable due to the diverse actors involved (Xie et al., 2021).

Bryson et al. (2006) propose a framework for understanding cross-sector collaboration in complex public problems and partnerships concerning governmental bodies, businesses, nonprofits, communities and the public. Cross-sector collaboration is defined as "the linking or sharing of information, resources, activities, and capabilities by organisations in two or more sectors to achieve jointly an outcome that could not be achieved by organisations in one sector separately" (Bryson et al., 2006). In figure 20, the framework is shown. This framework indicates different dimensions categorised based on collaboration literature. The domains are Initial Conditions, Process, Structure and Governance, Contingencies and Constraints and Outcomes and Accountabilities. The principle of this framework is to simplify the cross-sector collaboration in complex public problems but does not indicate the interaction or relationships.

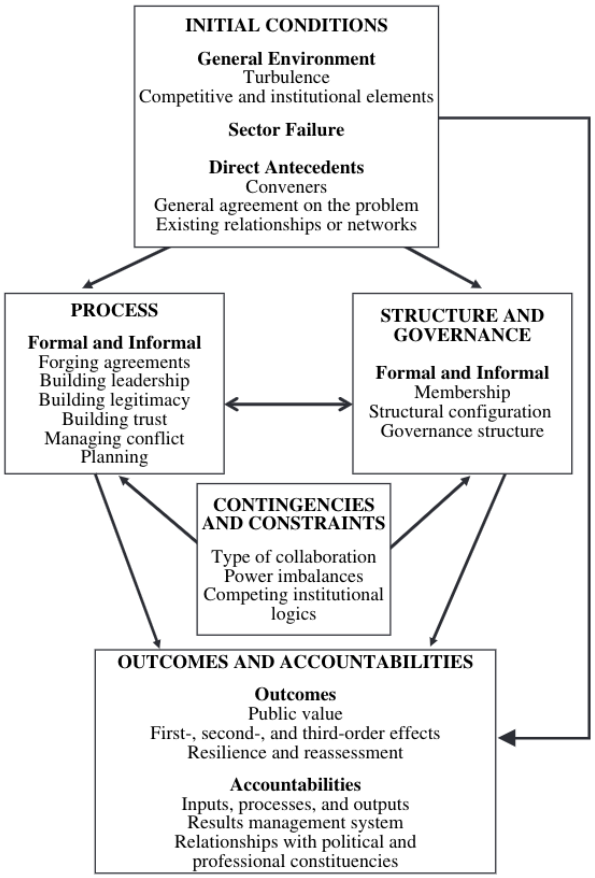


Figure 20 Framework for Understanding Cross-Sector collaborations (Bryson et al., 2006)

Lange proposes (2011) "a "playful" and experimental approach to planning and design, emphasising involving relevant stakeholders early on, thereby increasing the chances for improved outcomes". It is the early engagement of design as a tool to bring in experts, establish objectives early, openly discuss beliefs and ambitions, and build visions of possible futures that may keep a variety of parties together over a long period. This will lead to improved urban planning (Hinterleitner et al., 2021a).

Sense-making, a process of collective exploration and discovery, is a technique for coping with issues in these complex and organised systems. Sense-making is a highly collaborative process where the group establishes the central focus. People who are directly affected by design solutions investigate and develop them. In project management, the need to resolve multiple stakeholder groups' views, which may lead to a divergence in understanding of what a project is all about, is highly crucial (Volker, 2010).

Formal Governance

Academics have researched different co-creation approaches to improve the collaboration of stakeholders in urban regeneration projects. These approaches are mainly intended to align various ambitions, perspectives, and ideas on the project's contents. Some examples are The Charette (Guerra & Shealy, 2018), The Design Studio as a tool (Hinterleitner et al., 2021) and Design Thinking (Nijhuis et al., n.d.). These processes can be regarded as the 'hard spaces' from planning theory of the collaboration process: "the formal visible arenas and processes, often statutory and open to democratic processes and local political influence" (Haughton & Allmendinger, 2007).

Informal Governance

In contrast, the 'soft spaces' of processes address "the fluid areas between such formal processes where implementation through bargaining, flexibility, discretion, and interpretation dominate" (Haughton & Allmendinger, 2007). The informal domain of collaborations is concerned with the spaces of contact and decision-making, which serve as catalysts for cooperation and exchange across geographical and institutional barriers (Haughton & Allmendinger, 2007). The informal context is thus considered in this study as the interactions and acts between and by stakeholders. Therefore, different critical factors can be assigned that influence the experience of the informal collaboration. The factors influencing the informal collaboration that are reported in literature, are summarised in figure 21 and Appendix A.

informal governace

(1) trust

(Brazier et al., 2018; Bryson et al., 2006; Volker & Hoezen, 2012)

(2) team members/leaders involvement/ engagement

(Chan et al., 2004)

(3) team members/leaders flexibility/ adaptability to changes

(Brazier et al., 2018; Chan et al., 2004)

(4) goal interdependence

(Tjosvold, 1998)

(5) (clear) expectations

(Brazier et al., 2018; Lahdenperä et al., 2012; Tjosvold, 1998; Williams et al., 2019)

Figure 21 Informal collaboration factors

Theoretical and analytical framework

Based on the literature review, a theoretical framework is established. The framework is a consolidation of the different research domains together: urban regeneration (The Urban Design Process by Carmona (2014) and Strategic Management Theory by Mintzberg, 1998), stakeholder management and governance (Framework for Understanding Cross-sector collaborations by Bryson et al., 2006).

The combination of The Urban Design Process by Carmona (2014) and Strategic Management Theory by Mintzberg (1998) illustrate the environment in which an urban regeneration project thrives. Within this environment, cross-sector collaborations are established. Based on the Urban Design Process by Carmona (2014), the 'power' layer is about relationships between stakeholders and their collaboration, as shown in figure 22.

In order to understand and improve these collaborations, both the environment (Deliberate and emergent strategies by Mintzberg, 1998) and the processes (Framework for Understanding Cross-sector collaborations by Bryson et al., 2006) are essential because it illustrates the complexity in which these collaborations take place. The 'Framework for Understanding Cross-sector collaborations' does not encounter the quality of collaborative interaction and relationships. However, the basic understanding of collaborations and the informal collaboration factors that influence relationships within the domains are added to the framework, as shown in figure 23.

These structures form the basis of the theoretical framework and, thereby, the analytical base of the empirical research.

The 'Process' and 'Structure and Governance' domains are variables within a cross-sector collaboration concerning Carmona's 'power' component (2014). However, the 'Initial Conditions', 'Contingencies and Constrants' include 'power' components, but these variables are indicated as constant for the scope of this thesis.

Thus, the focus is on the 'power' component in the 'Process' and 'Structure and Governance' domains within this theoretical framework.

These domains are further explored with an emphasis on the five collaboration factors for informal stakeholder collaboration from literature in the Relevance cycle.

(1) trust
(Brazier et al., 2018; Bryson et al., 2006; Volker & Hoezen, 2012)

(2) team members/leaders involvement/ engagement
(Chan et al., 2004)

(3) team members/leaders flexibility/ adaptability to changes
(Brazier et al., 2018; Chan et al., 2004)

(4) goal interdependence
(Tjosvold, 1998)

(5) (clear) expectations
(Brazier et al., 2018; Lahdenperä et al., 2012; Tjosvold, 1998; Williams et al., 2019)

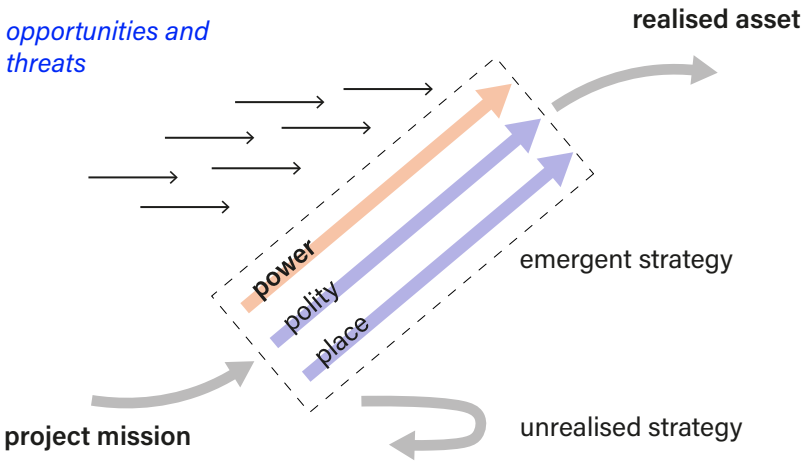


Figure 22 Combined Deliberate and emergent strategies model by Mintzberg (1987) and the Urban Design Process by Carmona (2014)

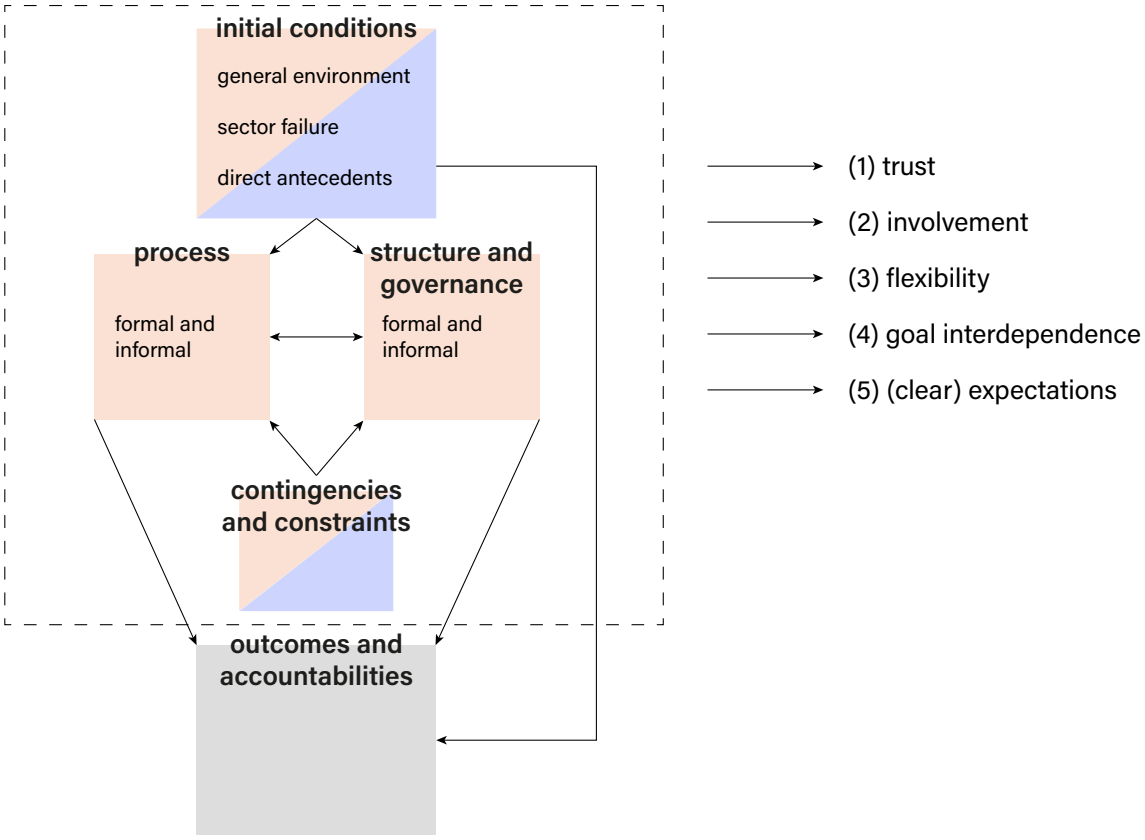


Figure 23 Framework for Understanding Cross-Sector Collaborations (adapted from Bryson et al., 2006)

03 environment

Chapter 3 introduces the Relevance cycle, which consists of two parts: a document exploration and interviews with stakeholders of all cases.

First, the cases are introduced and contextualised based on documents, announcements from the municipality and online (place-)branding resources. Then, the semi-structured interviews give insights into the experiences of stakeholders involved in these cases, focusing on the informal collaboration aspects during the development process. Figure 24 gives an overview of the location of the three selected cases.

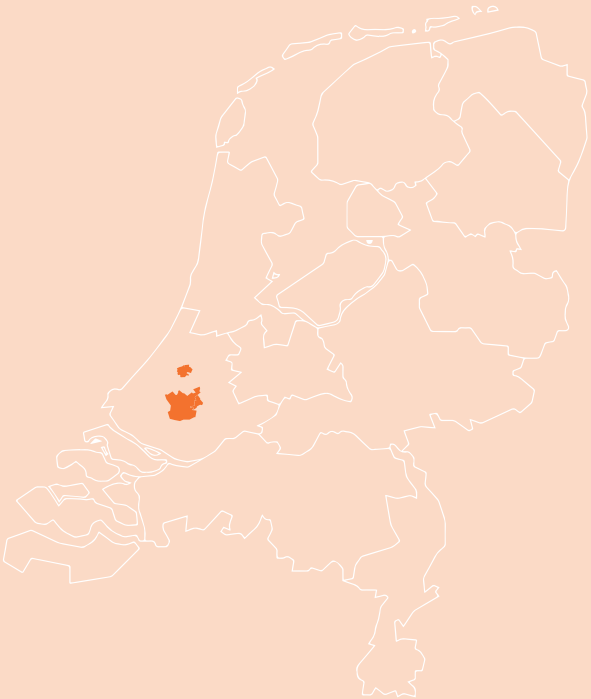


Figure 24 Case overview, the Netherlands

Case overview

The cases are selected based on case selection criteria, as defined in figure 25. The cases should be an urban regeneration project (started at most 15 years ago), with active stakeholders from all perspectives (public, private and society) that use co-creation as a part of the development strategy. Furthermore, it should be a long-term project based in the Netherlands. Based on the criteria, three cases are selected: Entree, ZOHO and De Blinkert, which are mapped in figure 26.

1. urban (inner-city) redevelopement/ regeneration
2. wide variety of stakeholders
3. started max. 15 years ago
4. co-creation as part of the development strategy/ early stakeholder involvement
5. long-term project
6. project based in the Netherlands

Figure 25 Case selection criteria

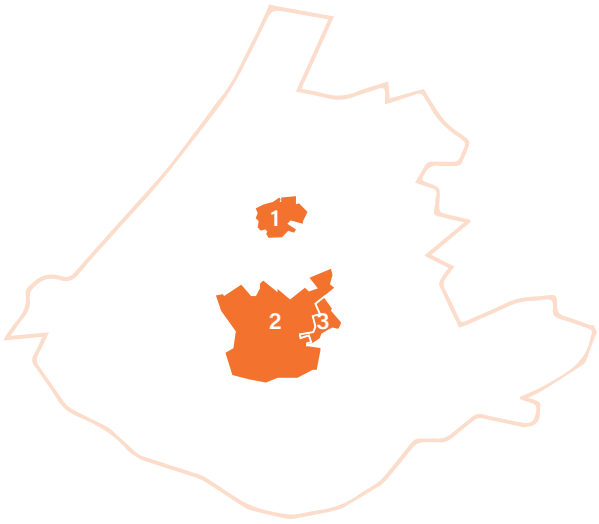


Figure 26 Case overview, South-Holland

01 | Entree (Zoetermeer)

Type
urban (inner-city) redevelopement/ regeneration

Initiative and collaboration
Municipality conducts research and is facilitating, market takes initiative for actual for actual regeneration in sub-areas

started in 2015
co-creation as part of the development strategy/ early stakeholder involvement

02 | ZOHO (Rotterdam)

Type
urban (inner-city) redevelopement/ regeneration

Initiative and collaboration
Municipality initiates redevelopment and establishes frameworks, market parties get involved by submitting a tender (consortium)

started in 2018
co-creation as part of the development strategy/ early stakeholder involvement

03 | De Blinkert (Capelle aan den IJssel)

Type
urban (inner-city) redevelopement/ regeneration

Initiative and collaboration
Municipality initiates redevelopment and establishes frameworks, market parties get involved by submitting a tender (consortium)

started in 2019
co-creation as part of the development strategy

"Key region for the scale jump of Zoetermeer"

case 01

Entree

Zoetermeer, The Netherlands

Introduction

The urban redevelopment project 'Entree Zoetermeer' is situated in the metropolitan area of the Netherlands.

The development of the Entree Zoetermeer district is characterised by its complexity, high public investments and multitude of stakeholders.

Figure 27 Location Case 01 | Entree

Context

The project 'Entree' is located along the A12 in Zoetermeer (figure 27), and the aim is to make station Zoetermeer the connection between the city centre and these new developments. The site is around 60 football fields in size. Zoetermeer is growing and self-consciously working on a new jump in scale: from growth core to mature city. This new positioning and its implementation come together in the Entree. To achieve this, it is not only necessary to add housing, but especially to create an area with cohesion and identity.

The development plans for Entree consist of a mix of approximately 4,500 high-quality homes and public space developments.

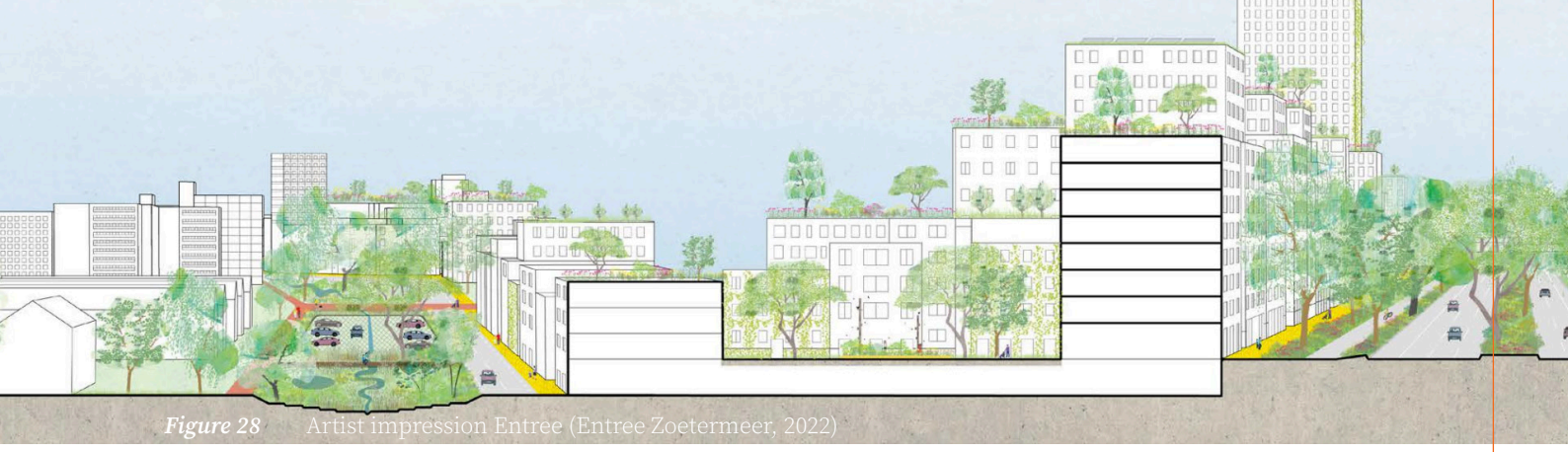


Figure 28 Artist impression Entree (Entree Zoetermeer, 2022)

Process

In 2014, a motion was approved by the municipal council called 'Warmer Welkom' to make the entrance of Zoetermeer more attractive. This resulted in an exploration of possibilities and ambitions for the area. In 2017, a vision document was established, followed by a Masterplan, Inspiration booklet, a plan-development-framework (PUK) and a structural design for public space.

The municipality initiates the regeneration process, and some principles are set in advance. The starting point in this management process with many stakeholders is an open and equal attitude. In order to shape this large-scale transformation, two consultation structures for co-creation are initiated to realise an improvement that is in everyone's interest: an Area-Initiatives-Table (the local level and tomorrow) and a Think-tank, which is shown in figure 29.

The Area-Initiatives-Table

A monthly open meeting led by the led by the area manager where initiators for the area can come together to exchange thoughts and ideas. The table serves as a catalyst for people who want to do something in the area, and the municipality shows the results it has achieved in projects or talks about the planning.

Four Area-Initiatives-Tables with initiators and property owners resulted in the 'Stads(r)evolutie'-platform.

The Think-tank

A think tank of urban thinkers, globally oriented people and significant stakeholders from the area reflects the distinctive position of the Entrance of Zoetermeer in the regional context. What potential is there for the Entree zone? The 'think tank' should be used to discuss the opportunities for Zoetermeer from a larger perspective. The think-tank can give a substantiated direction to the municipality's ambitions. The think-tank can reflect on the area vision that is being developed.

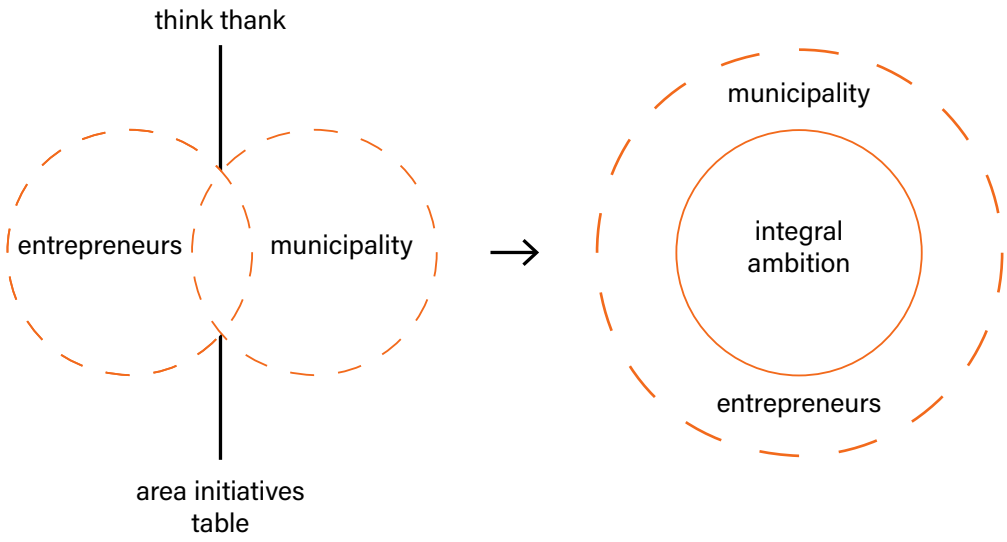


Figure 29 Provisional Governance structure Entree, adapted from Plan van Aanpak, Entree Zoetermeer (2015a)

"It requires an adaptive attitude in which a vision is leading, but there must be plenty of room to adapt to outside initiatives and to move along with initiatives from outside."

A participation process with stakeholders and possibly other users is preferred by the initiators, to create a common basis of support and commitment for the area. Several levels of participation are described:

1. **Inform**: Participants are informed about the plans and given the opportunity to respond. However, it remains up to the planner whether the reactions are processed.
2. **Thinking along**: Participants are asked to think along and provide input for each step. They contribute ideas about the problem and the task, vision, and projects in general terms. Before the final result is delivered, all parties know what has not been included. It is clearly visible to the participants their contribution to the result.
3. **Decision making**: Individuals are allowed to participate fully in decision making.

Structure and governance

In order to understand the different stakeholder perspectives and drivers, the stakeholders involved by Entree are mapped according to the technique of Alexander & Robertson (2004) and Czischke (2017). This stakeholder analysis is illustrated in figure 30, based on documents and the interviews conducted.

The stakeholder overview shows the parties involved. They are mapped according to their involvement in the planning of the urban regeneration project to be realized. The internal stakeholder domain consists of different municipal departments, the urban design partner, an architectural firm, investors, a landowner in the area, the national public transport company and the citizen interest group.

The amount of landowners and property tenants in the area is remarkable. The size and the amount of these companies, as well the size of the area itself makes the Entree Zoetermeer project a complex redevelopment.

References document exploration | Case 01

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Entree Zoetermeer. (2022, January). Planning Entree Middengebied [Illustration]. Entree Zoetermeer. https://entreezoetermeer.nl/

Gemeente Zoetermeer & plein06. (2015a, January). Plan van Aanpak, Entree Zoetermeer. Gemeente Zoetermeer.

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Gemeente Zoetermeer & plein06. (2017, March). Publiekslab Afrikaweg Zoetermeer. Stadsrevolutie, samen maken we de stad.

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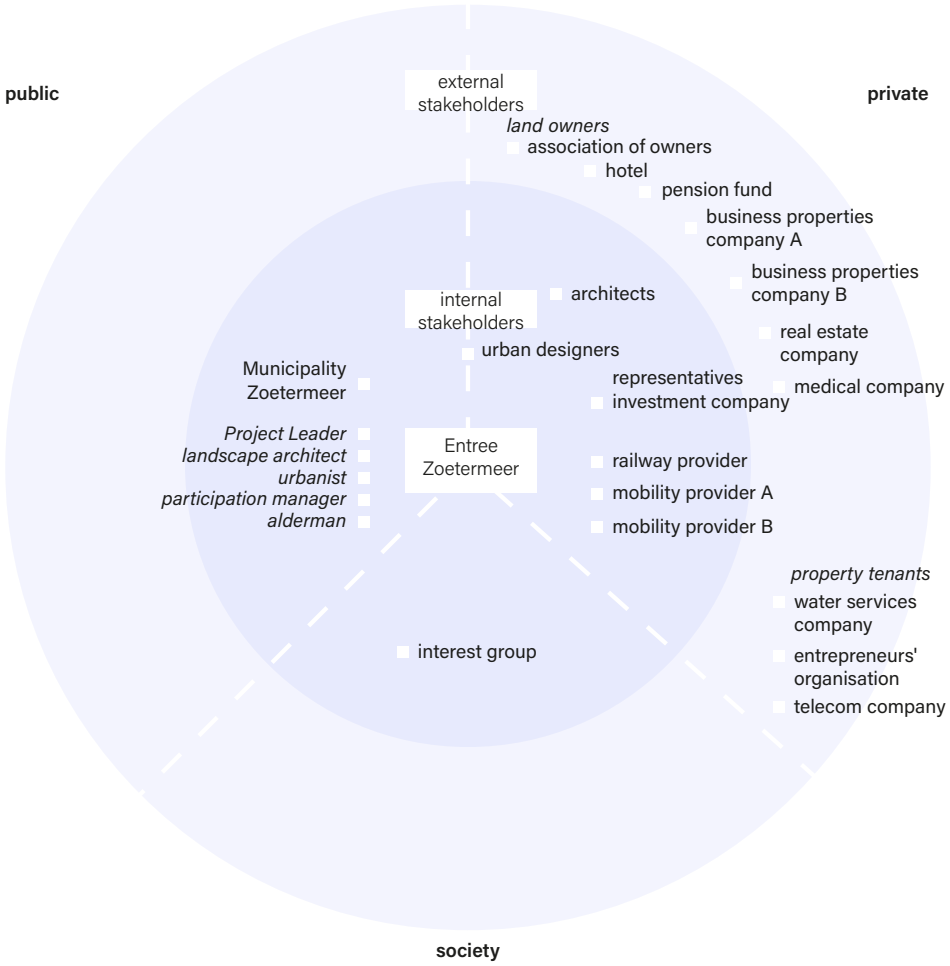

Figure 30 Stakeholder analysis Entree, analysis model adapted from Alexander & Robertson (2004); Czischke (2017); Winch (2010)

Gemeente Zoetermeer, plein06, & Team V Architectuur. (2017b, May). Visie Entreegebied Zoetermeer, een integrale gebiedsvisie voor de omgeving Afrikaweg Zoetermeer. Gemeente Zoetermeer.

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VVD (Gem. Zoetermeer), D66 (Gem. Zoetermeer), PvdA (Gem. Zoetermeer), CDA (Gem. Zoetermeer), ChristenUnie (Gem. Zoetermeer), & SGP (Gem. Zoetermeer). (2016, May 30). Motie - Een warmer welkom voor Het Stadshart. Gemeente Zoetermeer. Retrieved 1 April 2022, from https://ris2.ibabs.eu/Reports/Details/Zoetermeer/

"The strength of ZOHO is that there are parties who take extra steps over and above their formal roles."

case 02

ZOHO

Rotterdam, The Netherlands

Introduction

After ten years of slow urbanism, the time has come for a new phase. ZOHO is to be redeveloped into a mixed urban district that connects Rotterdam-North and the inner city, and enriches the city. The location of the project is mapped in figure 31.

Figure 31 Location Case 02 | ZOHO

Context

Adding a new, sustainable and inclusive area is the ambition of the development. The Zomerhofkwartier (ZOHO) is a district characterised by creative businesses, people and buildings. The development entails about 600 new houses, with the existing identity as a starting point. In addition, a mixed urban district that connects Rotterdam-North with the inner city of Rotterdam is provisioned. To solve densification difficulties, the Zomerhofkwartier is transforming into a mixed community with space for multiple ambitions for a long term development.

ZOHO already has a history of transformations: from a small-scale urban district before the bombing to a business and office area during the reconstruction to a creative breeding place through alternative use of the same buildings.

Process

In 2019, the municipality launched the tender for redeveloping the Zomerhof district, the owner of existing real estate and ZOHO Citizens (a group of representatives for the local entrepreneurs and citizens). The winning consortium started a co-creation process where inform, involve, receive and process feedback are the basis of the collaboration.

A regular project team and steering group meeting has been formalised to coordinate with the municipality and the housing corporation. In these meetings, progress is monitored, current developments are discussed, and, if necessary, decisions are taken. At the end of the design phases of each plot, there is a formal approval moment with the municipality or the housing corporation, if social housing is in line with the ambitions. In this way, the municipality and the housing corporation are included in the decision-making, with the possibility of identifying points for discussion at an early stage.

Figure 32 Artist impression ZOHO (Masterplan ZOHO Rotterdam, 2021)

Structure and governance

Three basic conditions are set at the start of the collaboration for participation: (1) common interests, (2) a promising perspective, and (3) a promising space. A clear vision for the tender has been established by the constortium, so there is room for experimentation, room for initiative and room for shared decision-making.

The consortsium started with a wish to redevelop the Zomerhof quarter originated from a special collaboration between the municipality, the housing cooperation and the ZOHO citizens, each having a strong own interest in the redevelopment of ZOHO. Together, they have formulated ambitions and, for the benefit of the tender, laid them down in a framework.

The governance structure of the project has been designed in advance, shown in figure 33.

Figure 34 shows the stakeholder analysis, in order to understand the different stakeholder perspectives and drivers. The stakeholders involved in the ZOHO project are mapped according to the technique of Alexander & Robertson (2004) and Czischke (2017), based on the document exploration.

The stakeholder analysis illustrates the amount of stakeholders involved during the initiation and design phase of the area.

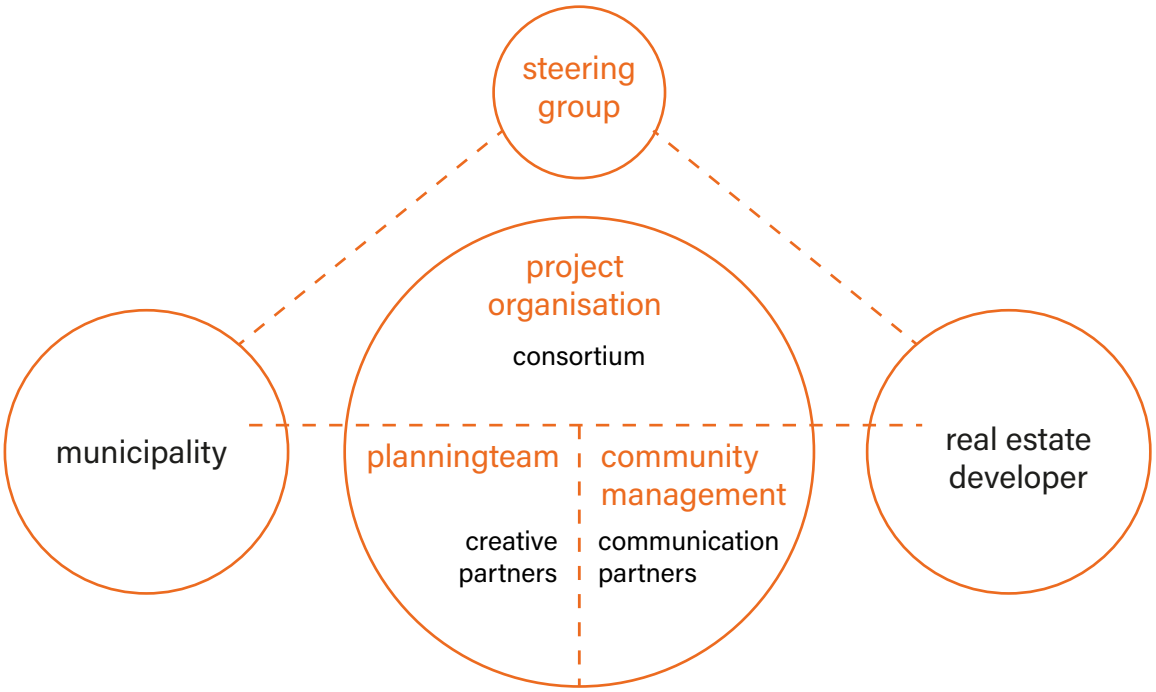

Figure 33 Provisional governance structure ZOHO, adapted from (Masterplan ZOHO Rotterdam, 2021)

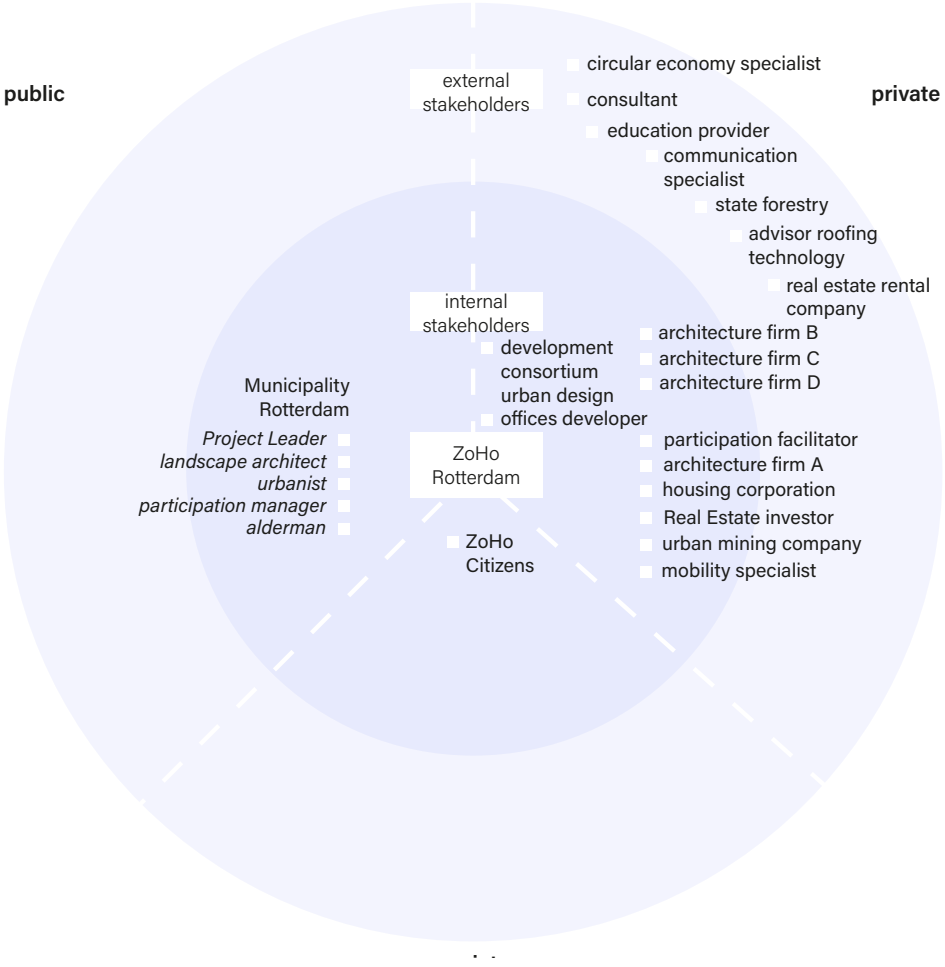

Figure 34 Stakeholder analysis ZOHO, analysis model adapted from Alexander & Robertson (2004); Czischke (2017); Winch (2010)

References document exploration | Case 02

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case 03

De Blinkert

Capelle aan den IJssel, The Netherlands

Introduction

Capelle aan den Ijssel lies in the shadow of Rotterdam, the heart of case 03: De Blinkert. The site of the swimming pool 'De Blinkert' in Capelle aan den IJssel will be redeveloped for housing and public space. The location of the project is mapped in figure 35.

Context

The disappearance of the swimming pool creates literally and figuratively an emptiness in the neighbourhood to be filled. The plan refers to the connecting force of the swimming pool, in the design and the name: BuitenThuis De Blinkert - where 'home' does not stop at one's own home does not end at one's front door and 'outside' is an integral part of the living experience.

Figure 35 Location Case 03 | De Blinkert

Figure 36 Artist impression De Blinkert (Bidboek, BuitenThuis, 2021)

Process

The process and cooperation are intended to be tackled effectively by monitoring the progress and continuously safeguarding quality. Each phase is concluded with an evaluation meeting with the municipality and the client. In this way, the consortium validates the previous steps per phase and starts up each subsequent phase together, whereby everyone's responsibilities are clearly defined, recognised and supported. The consortium's attitude is characterised by creativity, a solution-oriented approach and a very proactive attitude.

Structure and governance

The communication and participation approach is tailor-made. The stakeholders are involved on the basis of their, wishes and level of knowledge. These aspects determine the intensity, form and content of the conversation. The stakeholders distinguished are:

- People living in the immediate vicinity
- Capellenarians (in a broad sense)
- Sports facilitator
- Future users
- Municipality of Capelle aan den IJssel

In order to direct the process a steering committee is formed, which will monitor the participation and communication, and to make adjustments where necessary. This steering committee consist of at least the municipality, the housing corporation and the project developer as shown in figure 37.

To understand the different stakeholder perspectives and drivers, the stakeholders involved by Entree are mapped according to the technique of Alexander & Robertson (2004) and Czischke (2017). This stakeholder analysis is illustrated in figure 36, based on documents and the interviews conducted.

The stakeholder overview (figure 38) shows the involved stakeholders. They are mapped according to their involvement in the planning of the urban regeneration project to be realized.

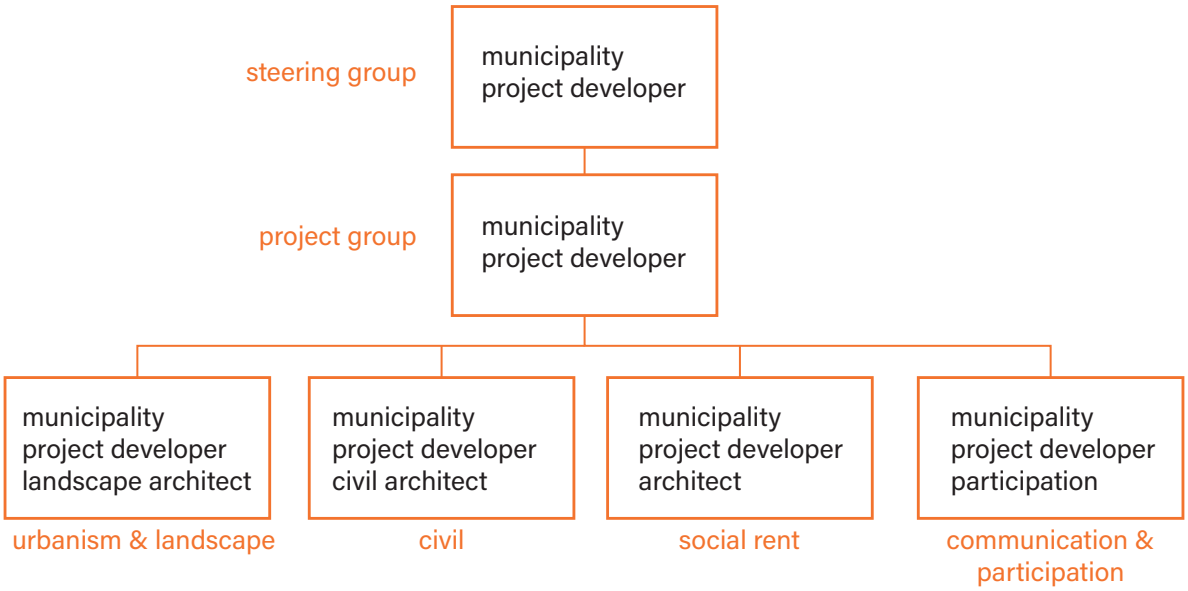

Figure 37 Provisional governance structure De Blinkert, adapted from Bidboek, BuitenThuis (2021)

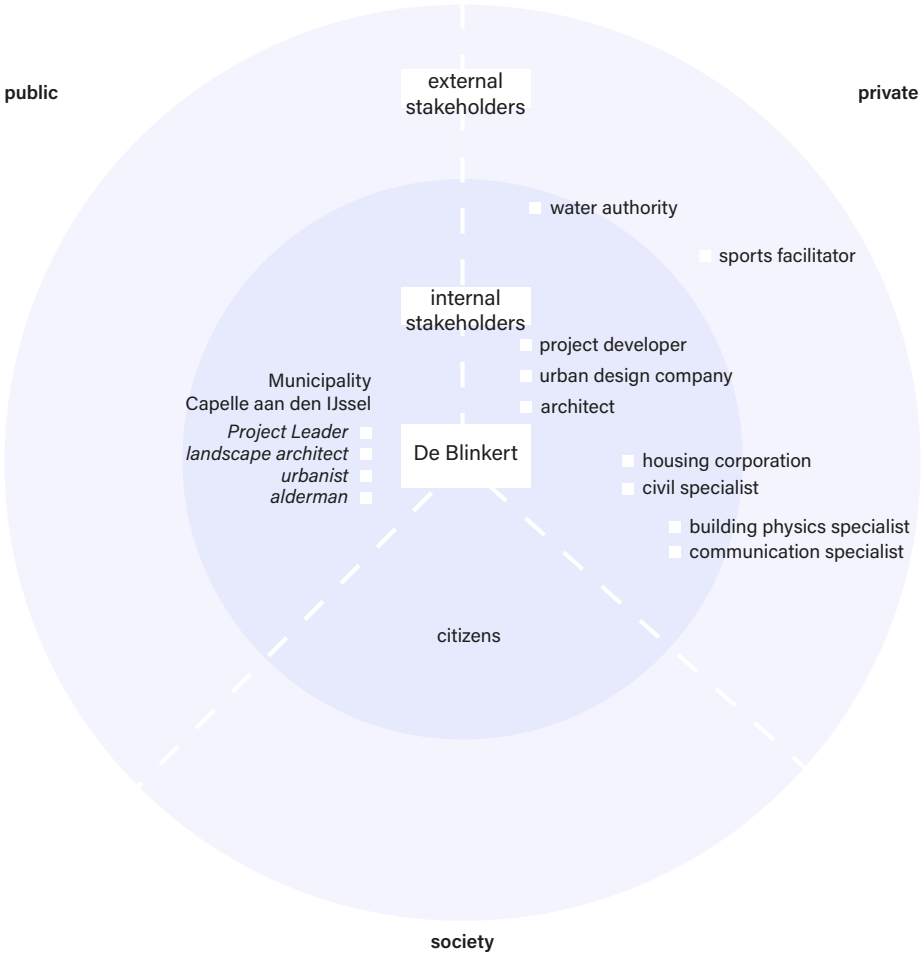

Figure 38 Stakeholder analysis De Blinkert, analysis model adapted from Alexander & Robertson (2004); Czischke (2017); Winch (2010)

References document exploration | Case 03

BuitenThuis De Blinkert. (2021). BuitenThuis. Retrieved 1 April 2022, from https://buitenthuis-deblinkert.nl/

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analysis interviews

The semi-structured interviews are conducted to give insights into the informal collaboration factors of collaboration within and across each case. From all perspectives (public, private and society), one or more stakeholders are separately interviewed.

The analysis of these interviews is part of the Relevance Cycle and generates input for the Design Cycle.

9. Participant selection

The selection of appropriate participants is based on the three different perspectives of stakeholders for each case. To obtain a comprehensive range of insights, stakeholders from the Public, Private and Society domains need to be incorporated. Figure 39 shows the participant selection criteria. The interviewees are invited and informed about the purpose and privacy safeguarding measures (Appendix B1 - Information regarding the interview). Thereby, Informed Consent is shared to ensure mutual understanding about the data collection and processing (Appendix B2 - Informed Consent).

1. The interviewee is not interviewed before during the explorative interviews
2. The interviewee is part of one of the three cases.
3. The interviewee is from one of the three stakeholder perspective domains (public, private, society) and active in the field of urban developments.

Figure 39 Selection critera interviewees

In total, 16 stakeholders are interviewed (n=16) with a deviation between the cases, as shown in figure 40. Two interviews for the ZOHO project are rescheduled by the interviewees; thus, these still need to be conducted (1 public stakeholder and one private stakeholder). In the case of De Blinkert, no participant from the society domain was reached. An overview of the interviewees, including roles and perspectives, can be found in Appendix C3 - list of interviewees.

The interviews are semi-structured by nature; therefore, an Interview Protocol has been developed (Appendix B4 - Interview Protocol).

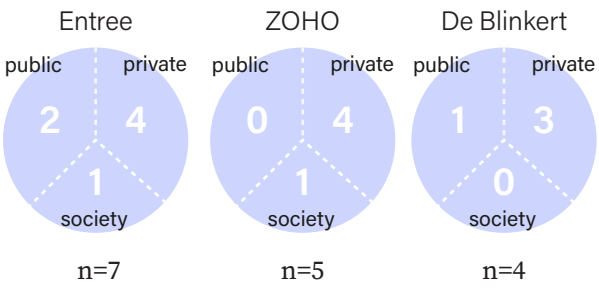

Figure 40 Participants per case

10. Analysis methods

After conducting the semi-structured interviews, the analysis of the transcriptions is done in five steps. Four approaches of analysis the interview data are performed to gather insights based on in- and cross-case analysis perspectives. Together with the Rigor cycle, the findings generate input for the Design cycle (chapter 4).

Figure 41 shows an overview of these analysis methods.

(1) Allocation of information (base template)
| transcription per interviewee allocated to informal collaboration factors

The transcriptions are analysed based on the informal collaboration factors, and therefore the interview output is allocated to each informal collaboration factor. An overview of the relevant output is generated by sorting and assigning the findings to each factor, which creates the base for the remaining analysis steps.

(2) Cross-case analysis
| interview output categorised, based on theoretical framework

Then, the sorted and assigned data is categorised based on the theoretical framework (and the analytical framework). Through cross-case analysis, the data is labelled either 'Process', 'Structure and Governance' or blank.

(3) In-case analysis
| general insights

An in-case analysis is perfomed based on all insights collected from each perspective, in order to find possible links, similarities and contradictions within the cases.

(4) Cross-case analysis
| per informal collaboration factor

Using analysis method (1) as the base, a cross-case analysis is perfomed for each informal collaboration factor. This analysis creates an overview of the findings per informal collaboration factor, examining the three cases.

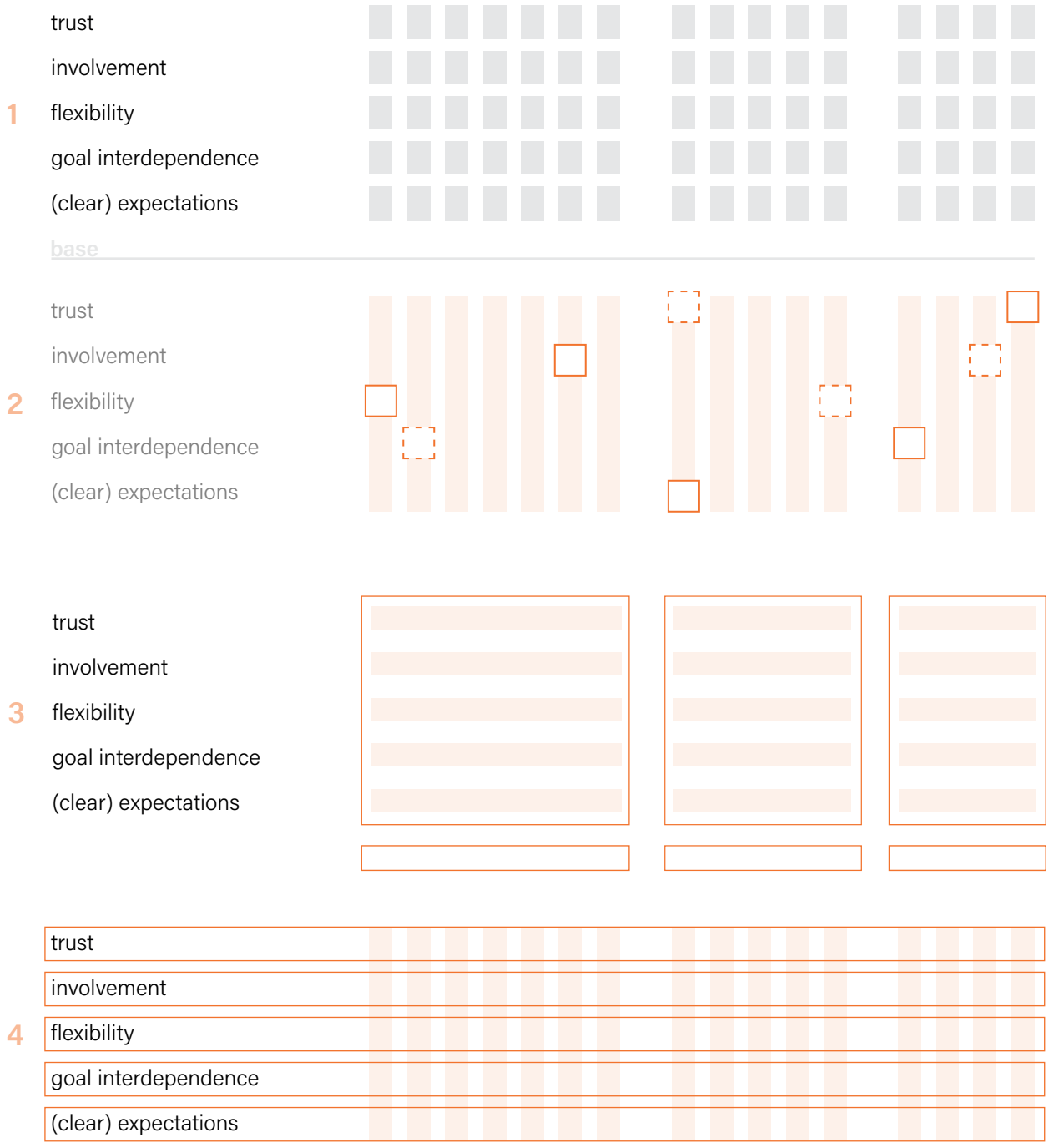

Figure 41 Overview analysis methods semi-structured interviews

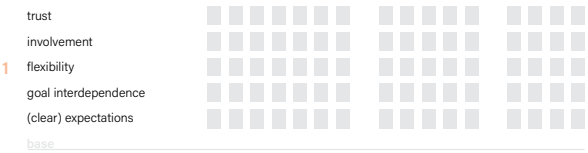

Figure 42 Analysis method (1): collaboration factors

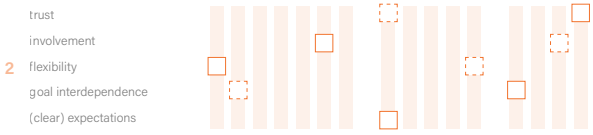

Figure 43 Analysis method (2): categorisation

10.1. Informal collaboration factors

After conducting the interviews, all interviews are transcribed based on the audio recording. The interview output regarding the informal collaboration factors is distilled from each transcription to structure the gathered empirical data, as shown in figure 42. Thereby, the data for each collaboration factor is labelled positive or negative based on the questions asked whether an (inter)action has contributed to or detracted from the informal collaboration factor. The content of these structured data is analysed further within the next steps.

The (raw) data is not included in this thesis, due to privacy restrictions. The names and roles are known by the researcher, and the data processing is monitored by the research mentors.

10.2. Cross-case | Categorisation

The structured overview from the transcriptions is the base for further analysis. Based on the theoretical framework (figure 44), the information collected and attributed to each informal collaboration factor can be categorised according to the Framework for Understanding Cross-Sector Collaborations, as illustrated in figure 43. The categories connected to 'power' are: 'Process', 'Structure and Governance' and 'Contingencies and Constraints'. For analysis of this research, the 'Contingencies and Constraints' category is assigned as constant because this is identical for each stakeholder involved.

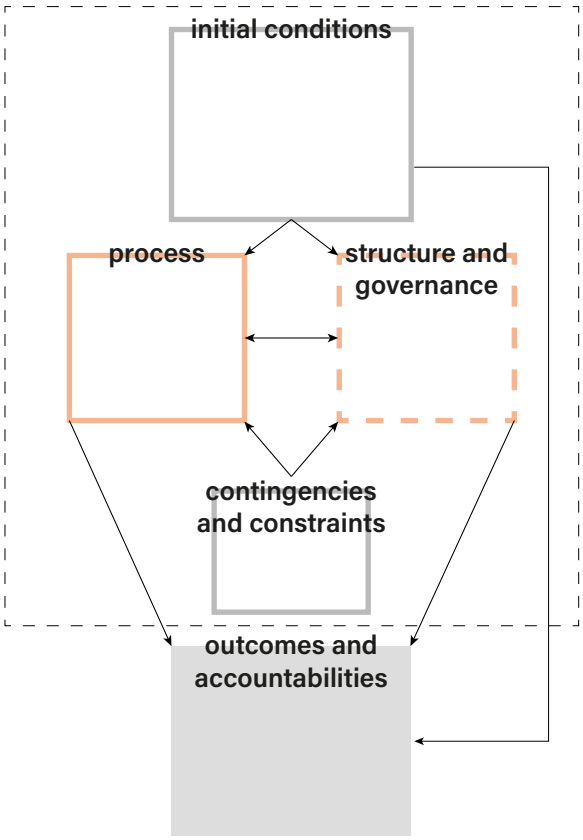

Figure 44 The Urban Design Process by Carmona (2014) combined with the Framework for Understanding Cross-Sector Collaborations (Bryson et al., 2006)

*"Regeneration should be seen as a multidimensional and **multifaceted** process aimed at **improving the quality of the urban fabric** and the natural environment as well as reconstructing the local economy. Urban regeneration must concentrate on integrating social and economic goals... Today, the **actors** understand neighborhood regeneration as a combination of the functional logic (hardware and economic interventions) and the emotional logic (software interventions)."*
(Schenkel, 2015)

The anonymised output, generated from the categorisation analysis, can be found in Appendix D1 - Analysis method (2): categorisation. If possible, equivalent stakeholder experiences are clustered into a corresponding finding (concept).

Process

The main findings that can be attributed to the 'Process' domain are:

- The importance of getting to know each other during the starting phase of the collaboration.
- Various interviewees emphasise the value of individual contact during and in between meetings. This marks direct communication such as (quick) phone calls and in-person meetings instead of a video call for discussing content.
- Create milestones and '(small)-wins' to calibrate and celebrate. The milestones can create moments to work (together) towards and, therefore, a celebration when the milestone has been achieved.
- The fulfilment of agreements, proving to make agreements happen towards the other stakeholders.
- Regular structural meetings amongst stakeholders. This indicates integral meetings with the complete project team and one-to-one meetings with a smaller part of the project team.

Structure and Governance

The main findings within the 'Structure and Governance' domain are:

- Being aware of the importance of both internal organisational structures as well the external organisational structures. The escalation ladder and involvement within organisations influence the perception of the external stakeholders
- Being transparent about the project's involvement and priority per stakeholder, including principles, and core values
- Thereby, next to stakeholders' perception of involvement and priority, having a clear structure of influence of the other stakeholders
- Changes in the project team create a moment for (again) developing information transmission and can cause misinterpretation, revising of plans and discussion

Figure 45 Analysis method (3): In-case (general)

10.3. In-case analysis | General

The in-case analysis is done for each of the three cases separately. All interviewee perspectives are analysed per informal collaboration factor within the cases, as shown in figure 45. These findings are presented and endorsed by the interviewees' quotes in the following paragraphs.

01 | Entree

The stakeholders interviewed for the case of Entree (Zoetermeer) show the following findings:

*(1) **Trust***

Proving to make things happen, both within the organisation as well towards external stakeholders.

> *"You have to prove yourself. Do you make it happen?" - Interviewee #13*

Thereby, awareness escalation ladder is being indicated as an impotant factor for trust in general during the process. 'Daily operations'-stakeholders till the board, showing their support (or not).

> *"Yes, we have always been very open about what we were doing. I think that also helps, because then you also create trust." - Interviewee #16*

*(2) **Involvement***

Important (inter)actions regarding the involvement within the Entree that are mentioned, are: creating milestones, visible top-down commitment throughout the escalation ladder, transparent communication, meeting in person, and regular structured meetings with stakeholders.

> *"Just speak to each other structurally once in a while: no news is also news." - Interviewee #14*

*(3) **Flexibility***

As for the flexibility within the Entree project, no specific comment has been made by the interviewees.

*(4) **Goal interdependence***

It is not possible to extract general ideas about the mutual objectives, as the data obtained is too minimal for this. Too few stakeholders have addressed the question of goal interdependencies.

*(5) **(clear) Expectations***

Stakeholders within the Entree project emphasise being open and transparent in communication to provide the appropriate expectation management. The transparency is endorsed by both Interviewee #16 (private) and Interviewee #14 (society) remarkably: continuous communication is preferred by the organisations, but Interviewee #16 indicates the difficulty of communicating about progress instead of finished stories. The private interviewee wants to ensure no false expectations are shared, whereas the citizen organisation expects communication about 'something'.

> *"What are we going to tell these people now? We were still in the middle of our study phase, but sometimes we had to tell the residents what it would look like later. That was quite complicated, because then not everything you show is the reality or the truth. That isn't easy to grasp for the public." - Interviewee #16*

> *"But then, when there is silence for a long time, people think, oh, surely nothing is happening, but that is not the case. So the openness about what is happening? Behind the scenes is also very important." - Interviewee #14*

Thereby, as part of the process, a regularity of communication needs to be established, such as meetings planned in a structured pattern.

*"Regular meetings with the stakeholders, a fixed **rhythm**" - Interviewee #17*

If those continuous, structural meetings are set, it is important to fulfill the agreements made during and before those meetings: proving by taking action.

General insight Entree
What is remarkable in the case of Entree, is the feeling of fulfulling promises both for the stakeholders themselves, as well expecting it from the other stakeholders. Thereby, creating a regularity in meetings is mentioned benificial for involvement, as well for expectation management.

02 | ZOHO

The stakeholders interviewed for the case of ZOHO (Rotterdam) show the following findings:

(1) Trust
Trust regarding the ZOHO case has been mentioned in combination with transparent communication amongst the stakeholders. In terms of interests, informing eachother on time and carefully listen when opening up.

*"You have to lay your cards **open** on the table and the advantage is that it allows you to see **each other's interests** and thus make yourself **vulnerable**." - Interviewee #23*

Then, doing what is promised to do or planned to execute througout the process is important to create trust. If it is not adhered to by a stakeholder, it diminishes trust from the others.

*"And if you just do these small projects together, then trust grows naturally, doesn't it? Because in If you do something together, then you can see quickly enough **if someone keeps his schedule or keeps his word**, or takes care of the money or delivers quality." - Interviewee #24*

(2) Involvement
The general plans for the area, which are assigned as the winner for the redevelopment, created a winning mood within the team. Through the right branding, the place got a name and something to be proud of.

During some parts of the project, there was no general leading role within the project team which resulted in lacking involvement of stakeholders: other priorities were set first.

*"At some point, there was **no feeling of ownership** of the project" - Interviewee #21*

As mentioned before for trust, fulfillment of agreements and plans is also important regarding involvement of stakeholders. As a result of no communication, the energy of stakeholders drops and can get the feeling nothing happens.

(3) Flexibility
A lot of changes within the different organisations involved (from all perspectives) have been mentioned as a challenge for ZOHO. Each change of a stakeholder within the internal part of the projectteam, causes an information and collaboration gap to be solved.

*"The unfortunate thing is that that always takes a **lot of energy**, so every time a stakeholder comes to and project leader X is assigned to another project, you have to **explain or convince** project leader Y **again**." - Interviewee #25*

(4) Goal interdependence

It is not possible to extract general ideas about the mutual objectives, as the data obtained is too minimal for this. Too few stakeholders have addressed the question of goal interdependencies.

(5) (clear) Expectations

The main insight regarding expectation management is: keep communicating throughout the process. If not finished yet, if something else had priority, if other factors are the reason why an agreement or milestone cannot be reached, stakeholders have to make sure to communicate the (lacking) progress.

*"Being open about the time and priority you give to the project: What kind of stakeholder am I? What to expect from eachother? You have to be very **aware of those differences**, also when it comes to intensity and speed to tackle things."*
- Interviewee #22

General insight ZOHO

The informal factors in general seem to be secured till the winning of the tender. After celebrating the win together, achieving shared deadlines and working towards a common goal, the project team got into a slower and less involved process. The lack of new milestones have contributed to this.

03 | De Blinkert

The stakeholders interviewed for the case of De Blinkert (Capelle aan den IJssel) show the following findings:

(1) Trust

The trust factor within this case, is adressed by the different stakeholders in a similar way. First, the comment about an urban regeneration project being people's business has been adressed, both literally as well working together with people stakeholders' are already familiar with.

*"We've already worked together in this team before, **familiar group** of people." - Interviewee #31*

*"Personally, it also clicked well. That is also important: **people's work**" - Interviewee #34*

Thereby, open and transparent communication is marked serveral times as a trust building factor.

*"Because you also simply behave with **integrity** and **seek good contact with each other outside the sessions**, when there are questions or uncertainties." - Interviewee #33*

(2) Involvement

Stakeholders meeting regularly is mentioned as an important means to gather involvement for, and throughout the project. This creates a structured space for interaction, where open questions can be asked and expectations can be expressed.

*"**Keeping up-to-date** with integral consultations, but also tuning in, so send the presentations you give ahead. What do you think? So also ask open questions: **is this going well**? Do you expect more?" - Interviewee #31*

(3) Flexibility

As for the flexibility within the De Blinkert project, one (inter)action has been mentioned regarding stakeholder awareness. The consciousness about the roles and responsibilities amongst the stakeholders, creates a degree of flexibility to cope with changes.

"If we have to do something different, and if everyone knows their role, I don't think that's a problem." - Interviewee #32

(4) Goal interdependence

The goals and ambitions for the project were clearly set in advance by the municipality, which created a solid base for further development.

*"We are going to develop a plan within the **parameters set** by the municipality and also decided by the municipal council, which were very **clear in advance.**" - Interviewee #32*

(5) (clear) Expectations

Stakeholder awareness in within the De Blinkert projectteam is regarded as positive and has contributed to the management of expectations. Different stakeholders mentioned the importance of clear division of roles and agreements during the interview.

"Expressing expectations to each other on certain action points or certain phase in the process is very important." - Interviewee #31

*"Very **clearly stated in advance** what you expect from each other and who is doing what." - Interviewee #33*

Thereby, the way in which it is communicated (openness, clarity), is stated relevant.

General insight De Blinkert

The role and preparations of the municipality is regarded as an effective factor for securing the collaboration in this project. At the moment of tendering, the expectations and ambitions from the municipality towards the bidding consortia, were evident and created clear guidelines. This also remained the case after choosing the winner for the tender, which created a clear atmosphere to work together from the different perspectives involved.

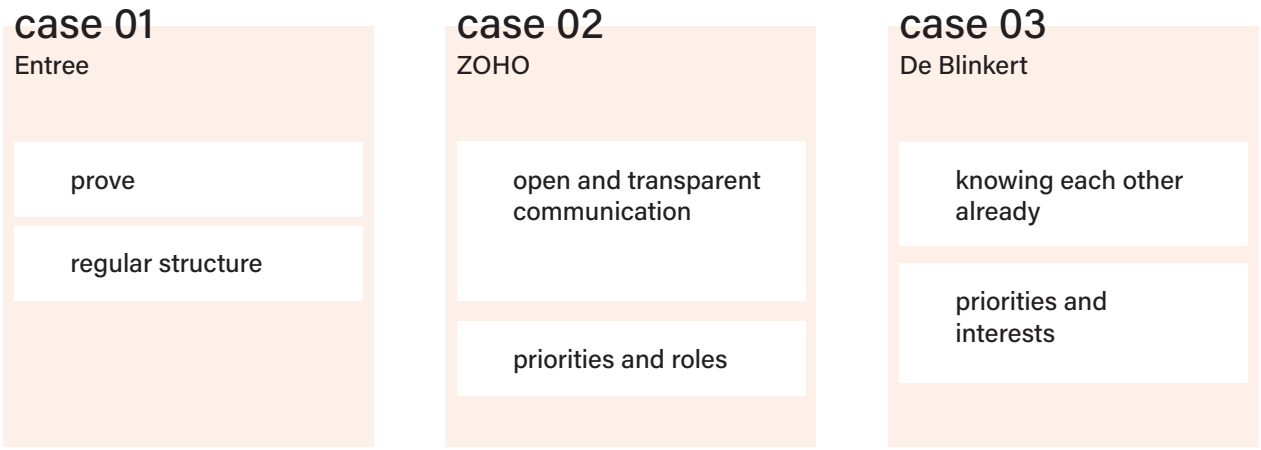

Figure 46 Overview of main findings in-case analysis

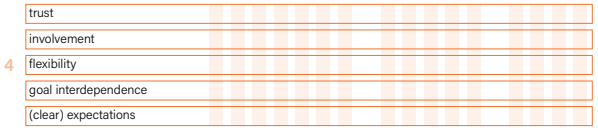

Figure 47 Analysis method (3): cross-case specific

10.4. Cross-case | Informal Collaboration factors

For the 'cross-case informal collaboration factors' analysis, the structured overview from the transcriptions is the base for analysis (chapter 10.1). The five crucial factors are examined to collect the seemingly corresponding experiences cross each case (figure 47), either experienced positive or negative. In this section, the results are considered in depth for each component.

(1) Trust

In order to trust the other stakeholders, and to gain trust from others, different (inter)actions are proposed by the interviewees.

a. Two actions based on 'proving' are mentioned. The first action is proving to keep appointments and/or deadlines. Making things happen what has been mutually agreed upon, divided over the different stakeholders. Thereby, by fulfilling the agreements, the stakeholder shows the importance of the project, which also generates trust.

"And if you just do these small projects together, then trust grows naturally, doesn't it? Because in If you do something Together, then you can see quickly enough if someone keeps his schedule or keeps his word, or takes care of the money or delivers quality." - Interviewee #24

The second action of proving is about the portfolio the other stakeholder has built in the past. In this way, the stakeholder has already shown to be trustworthy and starts using the 'name' created.

"The project manager who pulls that. He has done that before at another station. Yes, I do believe he knows how it works and our representative there is now chairman of the sounding board group." - Interviewee #14

b. Then, transparent communication is a meaningful interaction that has been mentioned frequently. This implicates all sorts of communication regarding transparency and openness, listening to each other and keeping each other up-to-date. The importance of individual contact (one-to-one phone calls) is mentioned here, and the integral communication between all stakeholders.

"We had very short lines, communicated with each other a lot, were critical of each other and tried to lift the plan to a higher level and in this way... Because you also simply behave with integrity and seek good contact with each other outside the sessions, when there are questions or uncertainties." - Interviewee #33

c. Knowing stakeholders from other organisation(s) previously creates a working environment where the stakeholder(s) know who their colleague is. This indicates a degree of trust, awareness of the characteristics and working ethics of the stakeholder(s) and their organisation.

"We've already worked together in this team before, familiar group of people." - Interviewee #31

d. The importance of the internal and external organisation is mentioned by various interviewees, both implicit and explicit. To generate trust, it is marked valuable when the board members from the other stakeholders' organisations are supporters of the project. This collaboration through the various level of the participating organisations is indicated as the 'escalation ladder'. When all levels of the internal organisation agree with the proceedings and direction of the project, it is suggested that the collaboration partners from other organisations (external) have more trust in the team.

e. Another human related factor that creates trust, is the personal 'click' between stakeholders. No specific (inter)action is mentioned in this context other than 'a people's business'.

"Personally, it also clicked well. That is also important: it's a people's business."
- Interviewee #34

(2) Involvement

The individual stakeholders' involvement within the project(team) is suggested to be created by various (inter)actions, which are listed below.

a. Structural and frequent meetings are regarded as an essential interaction to establish involvement.

"Working at the stakeholders' office to have direct contact and (integral) meetings. Talking to each other frequently and in an integral manner has been important in this respect." - Interviewee #31

A way to structure the collaboration is mentioned through a monthly operational progress meeting. This is intended as an active conversation with each other about how the stakeholders feel about the collaboration flow. Upfront, each stakeholder fills in a short form about the performance, making it measurable based on several criteria.

b. Elaborating on frequent and structural meetings, an emphasis on meeting in person is suggested. The advantage of meeting in person is indicated fourfold. First, discussing the project face-to-face, which creates space for interaction before-, during-, and after meetings for conversations amongst stakeholders, is assumed to be valuable.

"No one visited each other informally, which can also be attributed to the Covid-period."
- Interviewee #21

Second, it is regarded beneficial to observe eachothers bodylanguage, which cannot easily be done through a (video)call.

"In person finally again: It also makes a difference to the kick off of the Q-team that I mentioned here."
- Interviewee #13

Third, working together at each other's offices and being visible creates team involvement. In that way, short and direct communication is facilitated by walking by each other's desks. Thereby, in the case of a private organisation working at the office of a public organisation (the municipality), the advantage of integrating the different departments of the municipality is mentioned.

"That was always visible in that municipality. He also spent two days a week there himself."
- Interviewee #16

Finally, it is suggested that the request to meet in person, such as inviting another stakeholder to come over to the office, can also be used as a test. It assumed that it could be used to measure the willingness to come over and, thereby, the involvement of the other stakeholder(s).

c. As indicated for trust (12.4.1.d), the importance of the escalation ladder is also suggested for stakeholders' involvement. A means for showing this involvement is by showing engagement of the internal organisation through signing a Letter of Intent by (all levels) of the organisation. In this way, the 'top' signs the Letter of Intent and therefore, all levels need to be up-to-date about the intentions and progress of the project.

"Letter of intent: That is also an added value and a real top-down commitment to participate in this development." - Interviewee #13

An additional means is, next to the sign of the board agreeing on the direction, asking for financial support.

"Means to involve people: asking for financial support (board needs to agree, thereby you can force them to collaborate. And giving them a responsibility and a role in it, and often when they have to pay for something, only then do you notice that they start to participate actively."
- Interviewee #13

d. In terms of communication, some scattered recommendations are proposed by the interviewees. 'Pre-meeting communication': getting informed in time about the content of a meeting and eventually things to prepare, calling each other one-to-one in between sessions, and no communication (after) results in lacking involvement.

"Just speak to each other structurally once in a while: no news is also news." - Interviewee #14

"Always keep people up-to-date about the last developments (also when there are no developments)." - Interviewee #22

(3) Flexibility

In order to achieve flexibility within the projectteam, some (inter)actions are argued to enhance or worsen the flexibility of the project team.

a. To create flexibility within the project team, the understanding and awareness of each other's roles and principles are assumed to be necessary. This awareness helps to put oneself in another stakeholders' position.

"If we have to do something different, and if everyone knows their role, I don't think that's a problem." - Interviewee #32

"Creating understanding of eachothers principles and core values in this project will enhance the steps taken by each stakeholder along the project."
- Interviewee #23

b. A continuous conversation about the current status of the project tasks and progress is assumed to enhance the flexibility of the project team regarding the contents of the project. In addition, the open dialogue on the stages of action creates an environment where stakeholders are, to a certain extent, prepared for changes.

"Refine those expectations all the time throughout the process through open communication. [...] The communication therefore creates a certain degree of flexibility throughout the process."
- Interviewee #33

c. Changes in the project team are regarded as time-consuming and challenge the flexibility of the project team. If somewhere in the chain a stakeholder switches or is getting replaced, an information gap can arise. The information gap appears to be about the formal (contents and agreements of the project) and the project's informal subjects (stakeholder relationships).

"The unfortunate thing is that that always takes a lot of energy, so every time a new party comes to the municipality and someone is assigned to another project, you have to explain or convince them again." - Interviewee #25

(4) Goal interdependence

Goal interdependence is, among others, associated with the way stakeholders (lack to) communicate with each other. Next to the importance of interactions, the interviews indicate an action.

a. The lack of communication can create an atmosphere where stakeholders feel less connected to the project, and therefore it is losing priority. To build a joint responsibility, regular communication is assumed to be crucial.

"But the three of us don't talk to each other, so we don't feel it's our joint responsibility."
- Interviewee #14

"...and the lack of informality, whereas if you agree: we see each other twice a year (outside the work sessions)." - Interviewee #21

b. Clear communication about project boundaries in advance (in the tender phase) contributes to the continuation of the process. The distinct guidelines determine the starting point of the project for all (collaborating) stakeholders, which is suggested to enhance the common interest.

c. An action that could enhance the goal interdependence amongst the stakeholders is signing a Letter of Intent. In that way, all eyes are on the same side (at that point in time).

(5) (clear) Expectations

Clear expectations are proposed to be secured through various (inter)actions. The different (inter)actions are as follows:

a. Communication appeared to be a broad featured concept suggested by various interviewees as a means to guarantee (clear) expectations. First, the remark to be open and transparent has been mentioned to achieve (clear) expectations—transparency about the process, expectations, delays, uncertainties, ideas, and finance. The communication about finance can be experienced as a 'black box'; numbers and financing arguments are being withheld.

"It must be very clear, yes, so that process of where are we now, where are we going?"
- Interviewee #16

Thereby, communicating continuously is more often remarked as a relevant part of communication. This also involves communication towards colleagues 'when there is nothing new to communicate'. Keeping the other stakeholders in the loop, presenting something 'new' or not, is marked valuable by the different stakeholder perspectives.

"But then, when there is silence for a long time, people think, oh, surely nothing is happening, but that is not the case. So the openness about what is happening? Behind the scenes is also very important." - Interviewee #14

"The biggest learning point has been to keep communicating even though you are delayed because other things are happening. [...] 9 months of communication silence; no news is also news!"
- Interviewee #22

"Watch out for blind spots: when not (transparent) communicated to all stakeholders, stakeholders will miss stuff which can be really important for the other." - Interviewee #23

b. Next to communicating continuously, meeting on a regular basis is emphasised as an important means to establish (clear) expectations. Since urban regenaration is characterised by a long-term process, a fixed rhythm is proposed to ensure the ongoing developments and (change) of expectations throughout the process.

"These are processes for which you really have to be in it for the long haul, and that means that in order to keep everyone involved, you have to continuously organise the provision of information and make it clear each time where we stand, what have we done, where we are going?"
- Interviewee #14

"Regular meetings with the stakeholders, a fixed rhythm." - Interviewee #17

c. Another regularity that the interviewees argue is creating milestones throughout the process. These milestones provide steps into the future that stakeholders can work towards and know what to deliver and when.

"Milestones you want to achieve: Programme card, making visible what when who how it is going to happen." - Interviewee #11

d. It appears to be a challenge to create urgency or interest in the tasks of the other stakeholder. Understanding and valuing each other's roles and responsibilities within the project can be difficult.

"It is sometimes very difficult to get the right people to feel that urgency, because they think, they step over that kind of design issue." - Interviewee #31

Figure 48 shows an overview of the five informal collaboration factors, summarizing the findings for each factor based on this cross-case analysis.

1 trust

\+ proving to keep your appointments and making it happen (and/or has done it before), transparent communication (both listen and share insecurities), knowing eachother already, escalation ladder and people's business

\- no inisights in financial situation of others (black box), failing to keep appointments

2 involvement

\+ structural and frequent meetings, meeting in person, escalation ladder and communication

\- no communication, other priorities (feeling of ownership)

3 flexibility

\+ communication, frequent meetings, stakeholder awareness

\- changes in the projectteam cost a lot of time and energy

4 goal interdependence

\+ regular communication, clear overview of interests

\- no stakeholder awareness

5 (clear) expectations

\+ open and transparent communication, structural and frequent meetings, creating milestones

\- no communication

Figure 48 Output (3): Cross-case specific overview

Other comments

During the interviews, other comments regarding informal collaboration were indicated as well. However, these comments could not directly be placed within one of the informal collaboration factors boxes (9.1 Informal collaboration factors), because of the context in which it was said. The findings are collected and analysed separately to discover similarities.

Communication

Communication has been mentioned in different contexts and suggested a necessary (inter)action regarding these (complex) collaborations by some interviewees. More specifically, the importance of communication after a meeting (feedback) and the ongoing communication has been highlighted.

"Is that keeping that communication and keeping good feedback on what you are doing." - Interviewee #11

"But the fact that you don't have anything new can also be communicated, because if you don't communicate, that's one of the most irritating things in the collaboration process. Not communicating is killing." - Interviewee #23

Meeting in person

Regarding the setting in which the regular meetings are favourable, the importance of meeting in person has been emphasised. It has been mentioned to create involvement, but it has been underlined outside that context. The possibility of chit-chatting and being able to see someone's body language is indicated as an advantage of meeting offline.

"Meeting offline is really imporant: body language, the talks before and after meetings (coffee corner talks)." - Interviewee #15

"If you come together physically, it is often easier to get over emotions or whatever else, and of course it is harder to get over that digitally. So just: what's going on in the room?" - Interviewee #17

People's business

Finally, an often endorsed charactarisation of collaborations in urban regeneration projects is about people's business. The (inter)actions summarised in this chapter all suggest to enhance the quality of collaboration in these projects, but the concept of a people's business appears to be important as well.

"The project succeeds or fails in terms of people and attention." - Interviewee #21

"It's a peoples business: different people react differently in these cases." - Interviewee #23

"That is a completely different type of person, important to realise who you are working with in order to decide what to do." - Interviewee #24

"Different types of people, you have to take them into account in the way you deal with them." - Interviewee #32

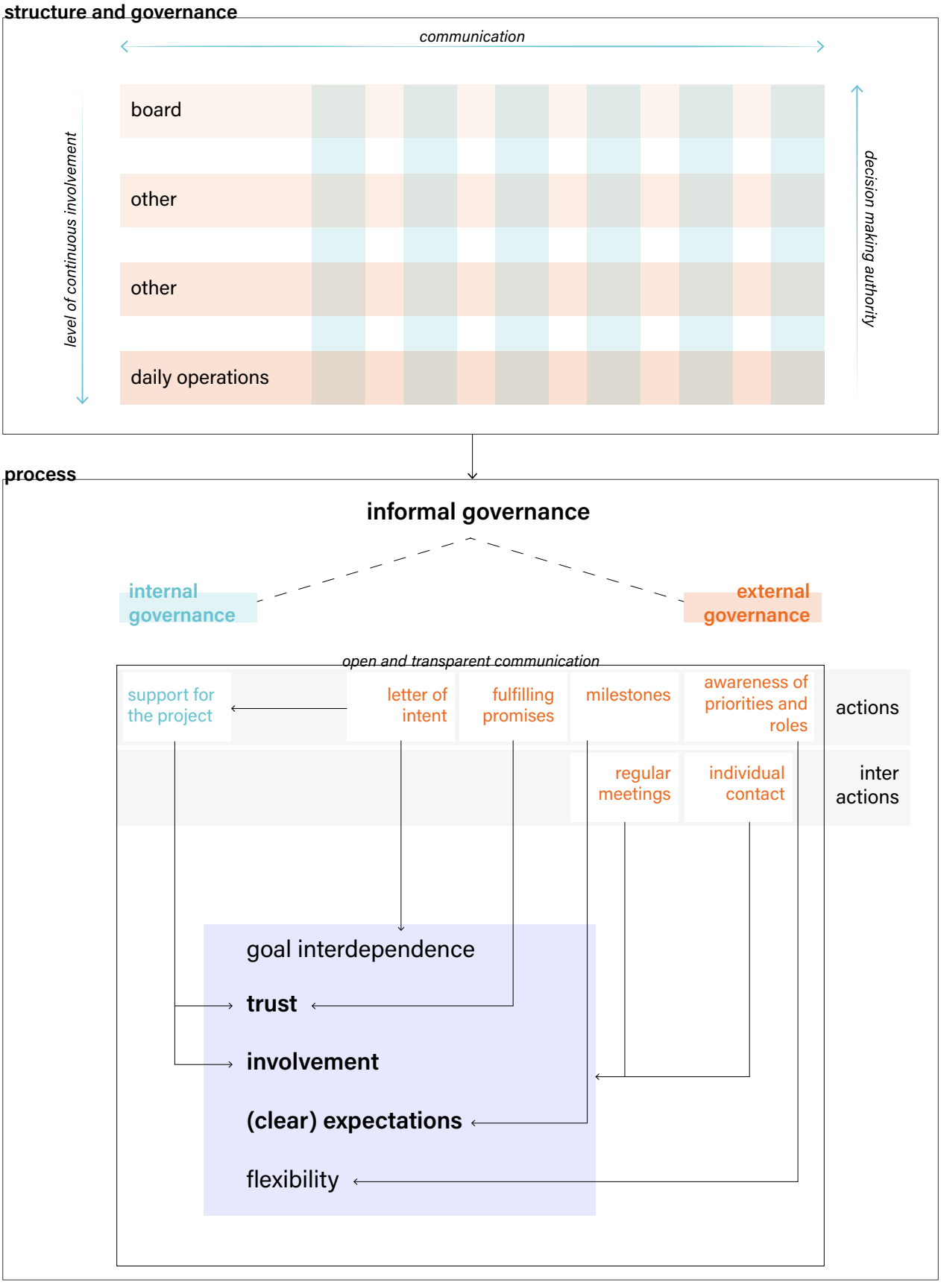

Figure 49 Overview of outputs from the Relevance cycle

take-aways

The extracted findings from the different analysis methods, are illustrated in figure 49. These main insights create the empirical guidelines for the Design cycle. The other findings are taken into account as well, but are not the core principles for the design.

A distinction is made between ‘Structure and Governance’ and ‘Process’, based on the analytical framework. The data collected through the interviews, show for both domains inputs based on (inter)actions.

The ‘Structure and Governance’ frame shows the stakeholders’ importance mapped in an escalation pyramid. The interviews reveal the importance of both the internal and the external organisation pyramid, from daily operations to the board. This pyramid is based on stakeholder decision-making authority within their organisation. Thereby, it is suggested that the decision-making authorities can enhance the trustworthiness of the project for external organisations by showing their support.

Then, the process (inter)actions are mapped in the figure, with the informal governance as a starting point. Based on the ‘Structure and Governance’ findings, informal governance can be divided into internal and external governance. The (inter)actions for internal governance are regarded to be executed within the internal organisation. The (inter)actions for external governance are indicated to be performed towards the other organisations within the project team. By fulfilling these (inter)actions throughout the urban regeneration process, the informal collaboration factors appear to be enhanced. Each (inter)action shows the desired outcome regarding the informal collaboration factors, illustrated with arrows.

04

design

This chapter combines both the theory (chapter 2) and empirical research (chapter 3) in order to design a supporting infrastructure for collaborations in urban regeneration projects. The Rigor cylce and the Relevance cycle provide foundations based scientific theories and methods for the application domain which involves people, systems and, opportunities and threats (figure 50).

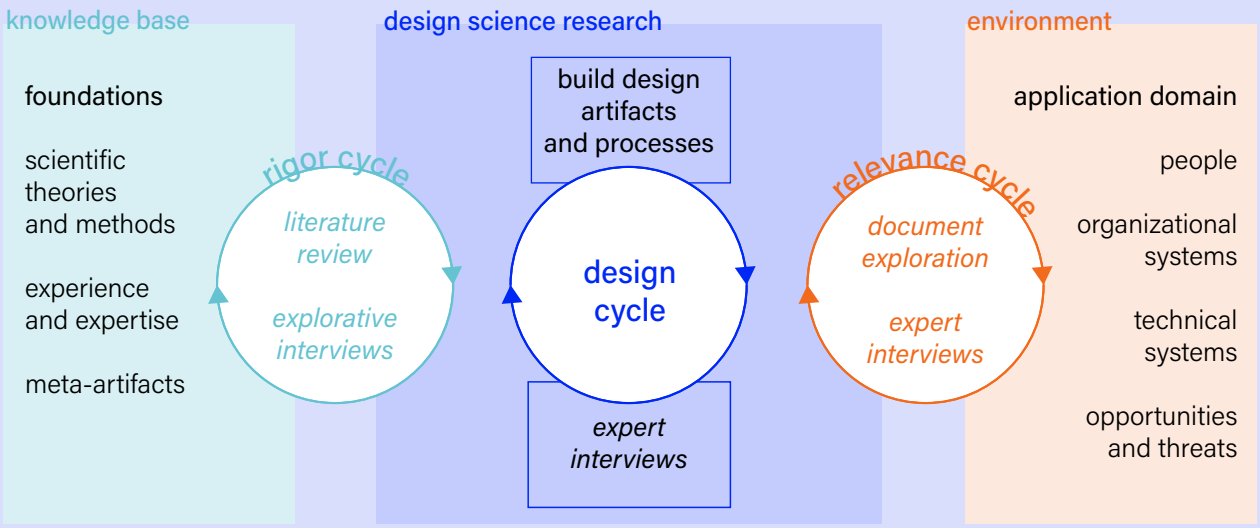

Figure 50 Design Science Research Cycle (adapted from Hevner, 2007)

Design guidelines

Through gained knowledge in chapter 2, 'knowledge base', in the field of urban regeneration, stakeholder interaction and informal governance, the challenge of this research is theoretically addressed.

The informal collaboration domain is explored through expert interviews, to improve the quality of collaboration in urban regeneration projects. The theoretical and empirical research led to a design challenge based on the main goal (figure 51): 'Aligning stakeholders and creating robustness' to 'accelerate processes in urban regeneration collaborations' through 'generating awareness amongst the project team within the informal domain of collaborations'.

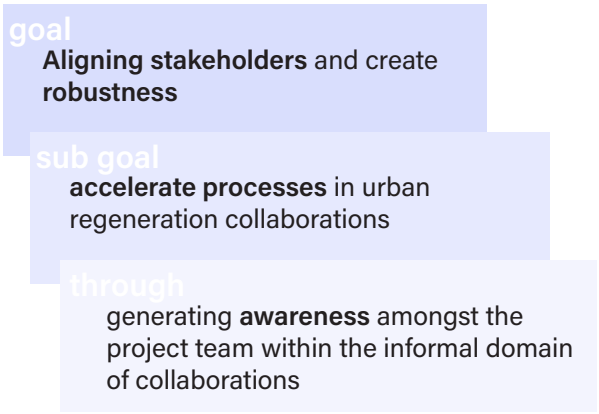

Figure 51 Goal, sub goal and how the goal should be addressed

Therefore, the design challenge to be addressed within the Design Cycle is:

Facilitating a roadmap that gives insights and guidelines to secure the informal collaboration factors are being addressed throughout the (development) process of an urban regeneration project

The roadmap is the proposed tool to create awareness, enabling the designer to communicate the (inter)actions distributed over time visually. It is intended to be understood by stakeholders in urban regeneration projects from all perspectives (public, private, and society), and therefore a common language needs to be applied: visual information. Furthermore, it minimizes the possibility of misunderstanding and bridges ethnic, socio-economic, and linguistic barriers (Al-Kodmany, 2002).

environment	knowledge base
individual contact	"Collaboration partners build trust by sharing information and knowledge and demonstrating competency, good intentions, and follow-through; conversely, failure to follow through and unilateral action undermine trust." (Bryson et al., 2006)
proving to keep appointments	
escalation ladder	"Taking government governance as a case, there are two outstanding internal issues, the balance between national and local authorities and the synergy among cross sectors." (Xie et al., 2021). "Cross-sector collaborations are more likely to succeed when they have committed sponsors and effective champions at many levels who provide formal and informal leadership." (Bryson et al., 2006)
regular meetings	"Urban regeneration requires continuous experiences and the establishment of trust due to its long duration and high costs." (Pollock & Sharp, 2012) in (Xie et al., 2021) "Cross-sector collaborations are more likely to succeed when trust-building activities (such as nurturing cross-sectoral and cross-cultural understanding) are continuous." (Bryson et al.. 2006)
creating milestones	"Huxham and Vangen (2005) emphasize the effectiveness of achieving "smalll wins" together." (Bryson et al.. 2006)
awareness of interests	"Communication is therefore key to ensure that: aspirations are fully understood, proposals do not become hijacked by narrow interests, and, whilst retaining a necessary focus, all legitimate inputs are taken on-board." (Carmona, 2014)
stakeholder awareness	"The experience across all forms of public space emphasizes the importance of including long-term management expertise within the design/development team from the start and being realistic about the funding and skill levels available to achieve resilient outcomes." (Carmona, 2014)
communication	"No matter what kinds of modes are implemented in urban regeneration, communication and collaboration are unavoidable challenges. Any URG mode includes internal and external communication and collaboration." (Xie et al., 2021) "To successfully manage the urban regeneration project, effective communication is required within the project team." (Turkulainen et al., 2016) "As a result, good communication is critical in order to develop connections among a range of stakeholders at various organizational, expertise, and viewpoint levels." (Culmsee & Awati, 2012)

Figure 52 Combining the Rigor and the Relevance cycle, based on the findings regarding the informal collaboration factors

11. Combining the Rigor and the Relevance cycle

The Rigor and Relevance cycles are reviewed to verify whether the interview findings have previously occurred in (empirical) research. The result is shown in figure 52, and it can be assumed that these findings are addressed as essential since previous research has found corresponding results.

Therefore, these findings gain extra attention creating the design since the validity is also shown in other studies. It does not implicate that the remaining results are excluded.

The escalation ladder, regular meetings and communication are found in more than one academic article, which could endorse the importance of these findings. It is remarkable that these (inter)actions also appeared relatively frequent in the interviews. Nevertheless, it can not be concluded that these findings are the most valuable factors.

Shaping the Design

The design cycle is thus driven by the input from both the Rigor cycle and the Relevance cycle. Figure 52 shows the combination of the Relevance cycle and the Rigor cycle. To fulfil the challenge of 'Facilitating a roadmap that gives insights and guidelines to secure the informal collaboration factors are being addressed throughout the (development) process of an urban regeneration project', a visual representation of all implications that influence the informal collaboration amongst stakeholders is created.

12. Design components

The design is based on the found (inter)actions and desired outcomes. The aim is to establish a roadmap in which (inter)actions are visualised, regular meetings and milestones are secured, stakeholders become aware of priorities and roles, fulfilling promises and stimulate individual contact. Thereby, different layers are added to be considered when aiming for adequate vision and policy development processes in which various government and industry parties and their interests are involved: scripting (whom), staging (how), setting (where) and performance (what) (Hajer, 2005).

Figure 53 illustrates the different interactions mapped along the project life cycle (time line), the roadmap base model. This overview creates the base for the final roadmap design.

Two main interactions are presented along the project life cycle: the regularity of meetings and developing milestones/ (quick) wins. These interactions are layered with the whom, how, where and what questions:

- The 'whom' refers in this roadmap to the internal- and external organisation of stakeholder awareness to be created. The level of involvement differs across the stakeholders and within the organisations; who to involve when?
- The 'how' refers to the form of (inter)action: is it a regular meeting, a milestone planned, or an emerging meeting?
- The 'where' refers to the importance of the setting where the (inter)action takes place; on location/physical, or is a quick phone call enough?
- Finally, the 'what' component illustrates the desired outcome: which of the informal collaboration factors is (eventually) being enhanced?

Then, the components of getting to know each other, fulfilling agreements and continuous communication are emphasised.

The components of figure 53 are translated into a visual representation: the final roadmap design.

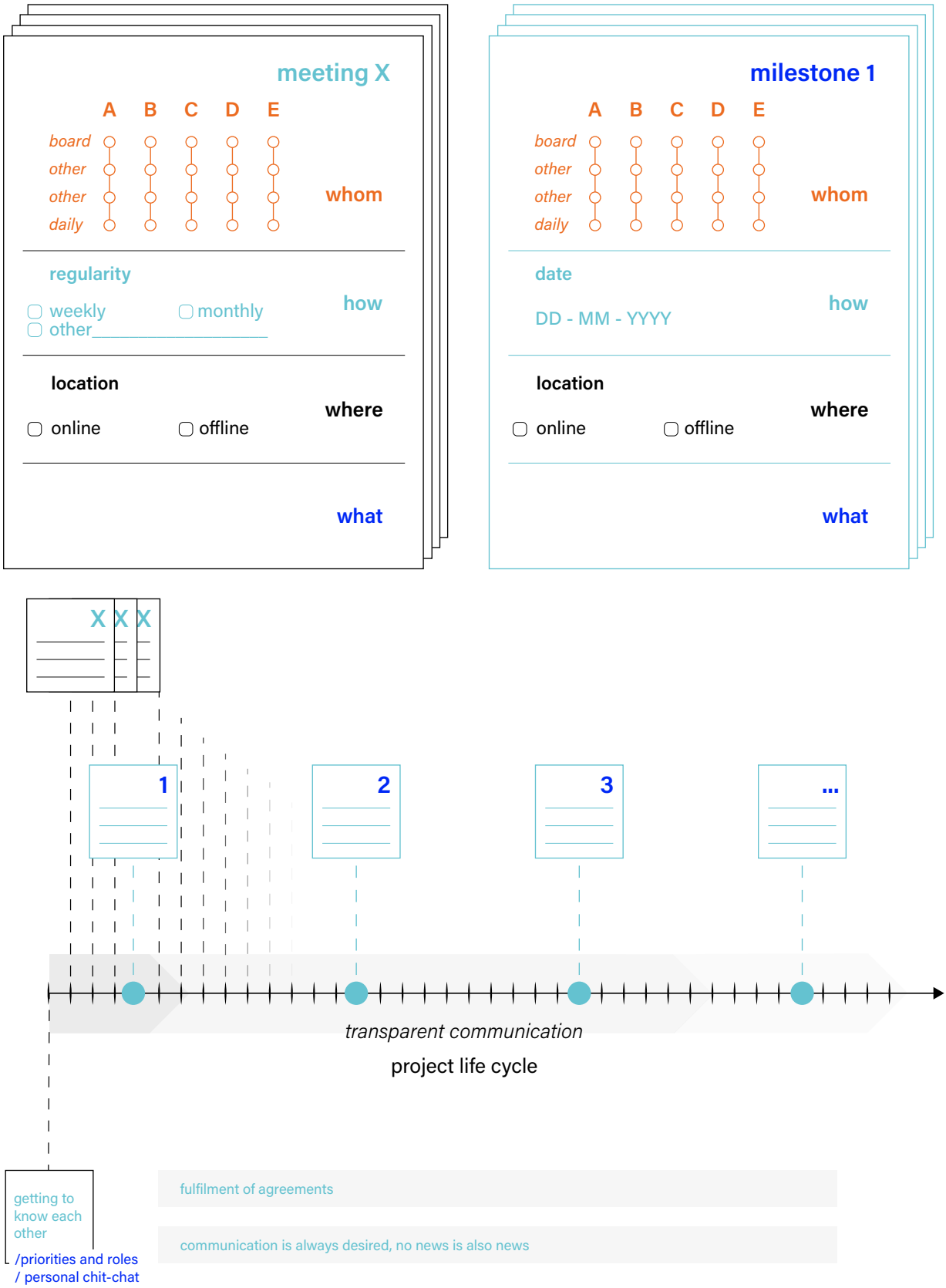

Figure 53 Main findings translated to a roadmap base model

design validation

In order to verify the proposed final roadmap design, which is a visual translation of figure 53, validation is desired to verify these components and their representation within the process of urban regeneration. Through validation expert interviews, the triangulation of data can be established for the design: literature review, exploratory and expert interviews, document exploration and validation expert interviews (Yin, 2009).

13. Participant selection

The selection of participants is done based on the criteria as described in figure 54. The interviewees are invited and informed about the purpose and privacy safeguarding measures (Appendix D1 - Information regarding the validation). Thereby, Informed Consent is shared to ensure mutual understanding about the data collection and processing (Appendix D2 - Informed Consent).

1. The expert is not interviewed before, not for the explorative interviews as well the semi-structured interviews.
2. The expert is not part of one of the three cases.
3. The expert is from one of the three stakeholder perspective domains (public, private, society) and active in the field of urban developments.

Figure 54 Selection criteria validation

In total, 3 experts are interviewed (n=3) with a deviation between the perspectives. An overview of the interviewees, including roles and perspectives, can be found in Appendix D3 - list of interviewees. The distribution of perspectives is mapped in figure 55.

The expert interviews are semi-structured by nature; therefore, an Validation Protocol has been developed (Appendix D4 - Validation Protocol).

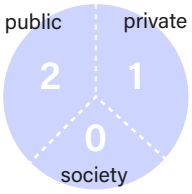

Figure 55 Validation participants

14. Findings validation interviews

The validation interviews are conducted according to the Validation Protocol (Appendix D4 - Validation Protocol). The experts are first confronted with statements as a starter for the interviewee and get familiar with the research subject. Thereby, the statements gain into the expert's point of view and it creates a general introduciton to the subject of the research.

"Say what you do and do what you say."
– Interviewee #43

The statements consist of findings from the Relevance Cycle, which are also visible in the proposed roadmap. Then, the designed roadmap is presented to the expert (without explanation) and the interviewee is asked to describe the first impression.

14.1. Statements

2.1 During the development process of an urban regeneration project, explicit and active steps are taken to create trust between the stakeholders involved.

Summary expert interviews

All interviewees could not confirm that explicit steps are taken to build trust in such collaborations but rather to get to know each other. One interviewee did add that there is a trend from project management to process management, which shows that more and more attention is being paid to the informal side of collaborations. Both interviewees from the municipality indicated that attention is being paid to neighbourhood management and that there are participation ladders and guidelines to get the relationship with the residents going and to involve them actively. Still, there is often a lot of mistrust from society. In addition, there is not always fully open and transparent communication from the various stakeholders, creating distrust in urban regeneration projects.

From the private perspective, it is suggested that attention is paid to the client-contractor relationship. These (inter)actions consist of introductory meetings and feedback moments. Nevertheless, the residents are often left out of these moments of getting to know each other.

A comment has been made about the importance of existing relations amongst stakeholders in the sector and a 'proven' name when discussing 'trust'. It is suggested that the experience of working together or the shown capabilities in previous projects enhances the (preconceived) trust in one another. This has been indicated in the expert interviews from the Relevance cycle as well and thus appears to be important in such collaborations.

Thereby, fulfilling agreements has been assumed to be improving trust. Hence, being explicit and open about what is possible and then complying with that commitment. Communication with other stakeholders about it is crucial if complying is not possible.

2.2 It creates trust when the decision-making body of an organisation (board) shows it supports the ambitions and direction of the project, both from the internal organisation perspective and the external organisation.

Summary expert interviews

The three experts agree that it could create trust when the decision-making body of an organisation (board) shows it supports the ambitions and direction of the project, both from the internal and external perspectives. However, refinement has been made about the timing of the action. It could be a valuable action when there are strategic or difficult moments within the process to create a convincing story, for instance.

Thereby, a remark is made again about the collaboration in urban regeneration being peoples' business. Therefore, it is regarded as trustworthy when a decision-making body of an organisation (board) shows its support. Still, it relies on the fact whether the stakeholders involved like each other or not.

2.3 The involvement of stakeholders in an urban regeneration project is closely related to the frequency and structure in which the stakeholders see and speak to each other.

Summary expert interviews
The interviewees emphasise the regular meeting structure. Thereby, working together regularly in the same office has also been suggested in these validation interviews, the same as within the first semi-structured interview round. This creates an environment where stakeholders can chit-chat and easily can discuss the progress of the project, and suggested, possibly more important, the conversations about other subjects than the specific project. It facilitates an on-going getting to know each other atmosphere, which is argued to be beneficial.

14.2. Discussing the Roadmap

After proposing the statements, the roadmap is presented to the experts. The research results are not shared with the interviewee before securing an objective perspective regarding the visualisation of the roadmap. The interviewees are asked to tell what they see and if there are ambiguities. Thereby, missing (inter)actions regarding the informal domain are discussed as well.

Summary expert interviews
The interviewees agree that the presented roadmap shows a timeline -from space to place- which encounters several (inter)actions along the way. However, there is some confusion about when to execute what (inter)action and how it connects to the process line. Thereby, a distinction between the pre/ start of the project and along the process could be visualised clearer.

Then, the timeline within the roadmap shows a regularity of meetings and milestones. A comment has been made about the uncertain nature of these projects and therefore being unable to plan these milestones far in advance, which is illustrated in the roadmap. Thereby, the arrow illustrating the 'road' is drawn as a seemingly linear line, which is in reality experienced as a highly iterative process which can flow in all directions.

An extension of the roadmap is proposed concerning the content of the user guide. The proposed user guide consists of whom, how, where and performance. A method for participation that is used by municipalities and market parties is proposed: the participation ladder. The participation ladder specifies how the interaction is shaped: from informative to co-creation/ collaboration to decision-making. This could be a valuable addition to the roadmap with regard to the expectation management.

Finally, the roadmap has already fulfilled its challenge (generating awareness amongst the project team within the informal domain of collaborations) concerning the interviewees. The elements of the user guide we're experienced as an eye-opener: always taking these elements into account when performing an (inter)action could be beneficial but sometimes forgotten. Therefore, it is suggested that such a roadmap can be used as a means for a (daily) reminder.

15. Final Design

Based on the Rigor, Relevance and Design cycles, a final design is created. The final design elaborates on the findings conducted from literature, various expert interviews, and the validation of the proposed design.

Figure 56 shows the Final Roadmap design 'from space to place, shaping experts into expert-teams'. The roadmap is based on figure 53 and adjusted according to the findings of the validation.

Storyline roadmap

from space to place
shaping experts into expert-teams

The roadmap takes the viewer (stakeholder in urban regeneration processes) along the project life cycle. Therefore, getting to know the other stakeholders is a must in the early stages of the project, both in terms of priorities and roles, ambitions and values, and eventually, non-work-related manners.

If the other stakeholders are known, an overview of the (internal and external) organisational governance structures can be established. This supports the organisation of meetings and agreements in the future. The first milestones can be set, varying from quick wins to significant achievements. Through these (inter)actions, clear expectations amongst the stakeholders can be improved. Thereby, the involvement is suggested to be enhanced.

Then, a continuous meeting structure needs to be established. The attending participants are, if possible, determined in advance. The presence of various perspectives is preferred but not always necessary. This creates trust, clear expectations, involvement, and flexibility amongst the stakeholders. To gain even more trust, fulfilling agreements is indicated as an important action.

The general action to be taken into account is open and transparent communication. This can, for instance, be translated into (approachable) one-to-one contact. Continuous communication is required: expectations and planning before a meeting/gathering, open communication during the meeting/ gathering and feedback with the take-aways after a meeting/ gathering (or workshop). Thereby, communication is desired and required even when there is nothing 'new' to tell: no news is also news.

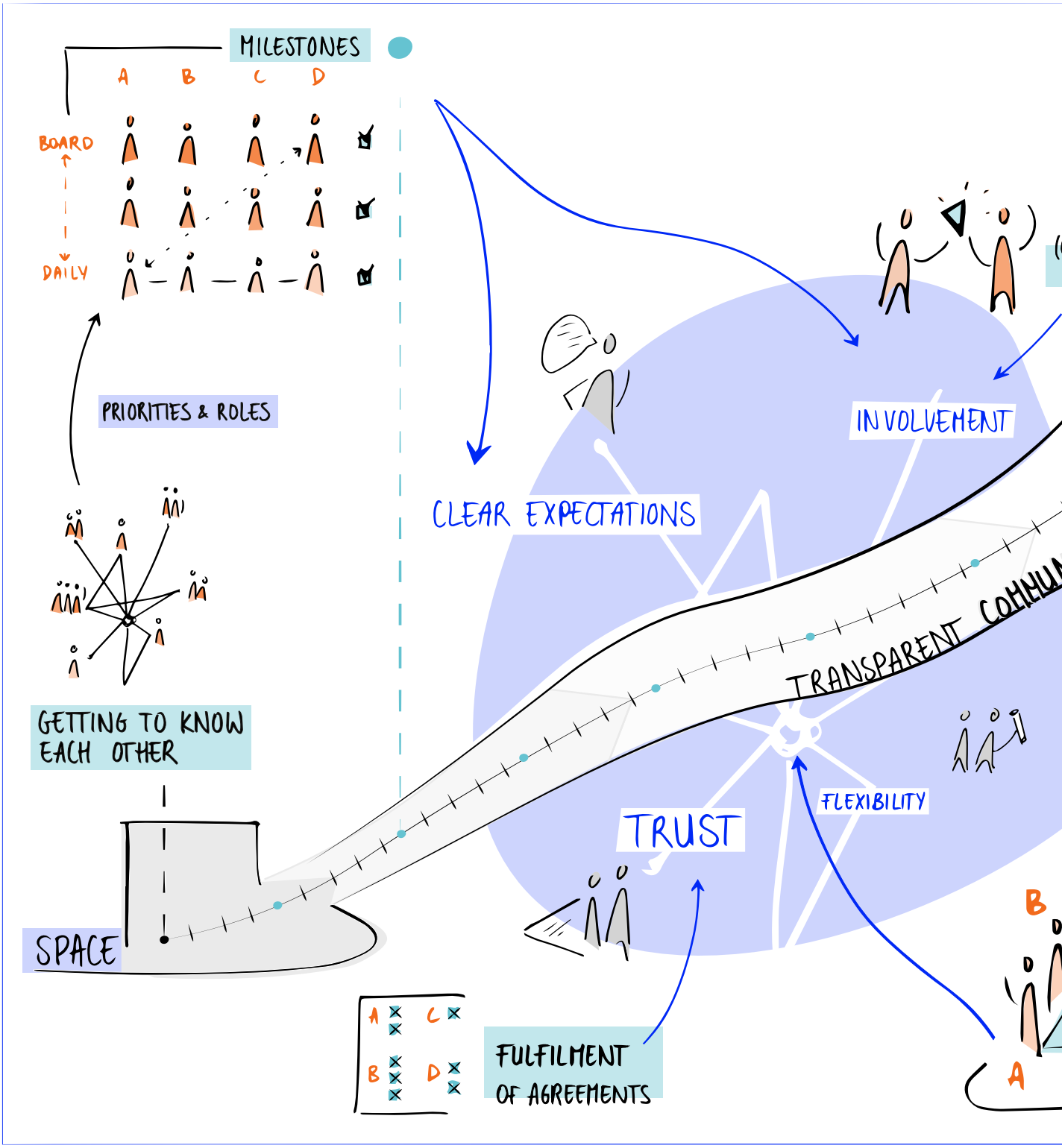

Figure 56 Final Roadmap design 'from space to place, shaping experts into expert-teams'

from space to place
shaping experts into expert teams

user guide

Creating **robustness** in collaborations does not manage it's own! By applying these (inter)actions, you will increase the **quality of collaboration** in urban (re)generation projects.

WHOM

escalation ladder
structure & governance

*// the participants and the rules for (inter)action, **who** is participating?*

HOW

(inter)action
process

*// the organization and frequency of the (inter)action, secure **regularity**!*

WHERE

location of (inter)action

*// the (**physical**) situation in which the it takes place, the (inter)action can be more than the meeting itself*

WHAT

infomal critical factor contribution

*// how the (inter)action produces an contribution to the **informal** collaboration factor(s)*

05

discussion and conclusion

The discussion and conclusion chapter reflects and concludes this thesis. The research methods used, the execution and all findings presented are critically examined. The perfomance is judged based on the validity guidelines of Yin (2009).

Discussion

The research process is reviewed in this chapter to critically analyse the steps taken throughout the research and the resulting findings. The Design Science Research Cycle (Hevner, 2007) is applied to structure and collect the different resources for this thesis. This discussion highlights the theories used, the methods executed, data gathering and processing, and remarkable findings.

Knowledge base

The literature review focused on urban regeneration, stakeholder management, and (informal) governance. This review gained knowledge in the field of urban regeneration projects in Western countries regarding the quality of collaboration between stakeholders during these projects. A particular component of such complex-socio technical collaborations is researched: the 'informal' side of collaboration (referred to as 'soft' collaboration values). The Framework for Understanding Cross-Sector Collaborations by Bryson et al. (2006) shows the different categories the collaborations can influence and creates the theoretical model's base. This thesis focuses on the 'Structure and Governance' and 'Process' conditions from the Framework for Understanding Cross-Sector Collaborations by Bryson et al. (2006) to structure research and discover the (inter) actions for informal collaboration. To gather a complete understanding and overview of the possible (inter)actions, the other conditions, 'Initial Conditions' and 'Contingencies and Constraints', can be valuable to research. The 'Contingencies and Constraints' implicate the type of collaboration, power imbalances and competing institutional logics, which elaborates on the contextual boundary conditions. The other variables concerning the 'formal' or 'hard' values, such as legal relationships, financing agreements and different constructs of collaborations, are consciously left out of the scope to focus of the research. Nevertheless, these formal values can also be relevant to incorporate when researching the informal values. For instance, informal collaboration could, to a certain degree, be derived from the formal agreements made upfront.

The research is executed by studying five informal collaboration factors based on literature. Other and/or informal collaboration factors could be distinguished when conducting broader literature research. For example, recent research by Randeraat et al. (2022) shows eight lessons for accelerating the pre-phase of urban development projects, which corresponds to the sub-goal of this study. A lesson for acceleration from Randeraat et al. (2022) is not underestimating the soft values in collaboration, corresponding to the main challenge of this thesis. The soft values defined by Randeraat et al. (2022) are trust, transparency, speaking each others' language, knowing what the others drive (stakeholder awareness), respect and commitment (involvement). The other values, transparency, speaking each others' language, and respect could be proposed as factors for further research. However, transparency and speaking each others' language are covered by one of the main (inter)actions discovered in this research: open and transparent communication. However, respect appears to be an interesting value for further research. Thereby, successful projects have consciously or unconsciously attention to those values: this supports the need to create more awareness for informal collaboration values.

Environment

The quality of the research design is examined based on four principles proposed by Yin (2009) to discuss the Relevance cycle of this research, then, the case selection is reviewed, and the findings are discussed.

Quality of the research design

The quality of this empirical research design is reviewed through four tests commonly used in social science research and strategic management. The following principles will be considered discussing the empirical part of this research (Yin, 2009):

- Construct validity and reliability
- Internal validity
- External validity

Construct validity and Reliability

Construct validity is taken into consideration reviewing the quality of this research. Three tactics increase the construct validity when doing case studies, which will be further explained (Yin, 2009). The triangulation of evidence is the first tactic secured, as described in chapter X (validation). The second tactic is established through a chain of evidence and can be reviewed by following the Environment chapter. First, the quotes and concepts as described in X (cross-case analysis, informal collaboration factors) and X (in-case analysis general) can be traced back to the case study database by highlighting the quotes in the transcriptions of the interviews (not publicly shared due to privacy reasons). Thereby, the database specifies circumstances under which the evidence is collected and is consistent with the Interview Protocol as prepared in advance (Appendix B4 – Interview Protocol). Finally, the interview questions are based on the theoretical framework illustrated in figure X, which shows the link between the protocol and the study questions.

Based on these construct validity and reliability criteria, it could be concluded that all measurements to secure these components are covered within the methodological procedures for this research. However, despite the traceability of all data, the interpretation of this data can be questioned. Furthermore, since the researcher worked independently, a researcher's bias can occur. This is discussed in X 'Limitations'.

Internal validity

Observing the internal validity is not applicable for descriptive (and exploratory) studies (Yin, 2009) and can remain unexamined.

External validity

The external validity examines the degree of generalisation of the case study findings. In the case of a descriptive case study, 'how' research questions should be proposed (Yin, 2009), which is the situation for this research. Even though the findings of this research cannot be assumed to be generic because the multiple case study sample size is not big enough. Thereby, the results are interpretations of the researcher. The findings are translated into a roadmap to verify the results and proposed to an expert panel. Still, more extensive research must be conducted to generalise these findings.

Findings empirical research

As highlighted in the analysis chapter of the interviews, some informal collaboration factors can be discussed. The findings conducted through the empirical study suggest that it can be debated if all factors are equally weighted and exist independently. When processing the interviews, certain factors received more consideration from the interviewees than others. This can be due to the selected interviewees and cases that were part of this study or the informal collaboration factors in this research.

First, the findings show a small output for the 'flexibility' and 'goal interdependence' factor. This can be caused by the cases selected for the interviews: it is possible that these specific cases, coincidentally, did not have many recommendations regarding those factors. The cases' sample size (n=3) should be more significant to generalise the findings.

Then, observing 'flexibility', interviewees highlighted 'changes in the project team' as an adverse action within an urban regeneration project. The changes lead to information gaps; therefore, (inter)actions are needed to solve this gap and establish the stakeholder relationship again. In retrospect, these 'changes in the project team' can be seen as one of the threats affecting the project during the project life cycle, as part of Mintzberg's Deliberate and emergent strategies model (1987). However, the interviewees did not mention the potential (inter)actions to respond to this threat. It can be suggested that if there are enough team members/leaders' flexibility/ adaptability to changes (Chan et al., 2004), changes in the project team can be coped with and thus, it wouldn't be experienced as a threat anymore. A more in-depth follow-up question could have been asked during the interviews to gain insight into (inter)actions that can resolve or mitigate the threat. Alternatively, stakeholders acting flexibly towards each other can be a result of securing the other informal collaboration factors: (1) trust, (2) involvement, and (5) (clear) expectations.

Third, the researched factors can also be debated when considered from a different theoretical perspective. Reviewing the findings from a management perspective, two management strategies can be distinguished: project management and process management (Edelenbos & Klijn, 2009). Since process management focuses on guiding the process by reacting flexibly to changes and bringing different actors together, the following informal collaboration factors can be attributed to this management style: trust, involvement, flexibility and (clear) expectations. In contrast, project management focuses on results, with clear goals and detailed plans for managing finances and human resources; the factor 'goal interdependence' can be allocated to this style. These management styles could explain the discrepancy in the 'goal interdependence' findings.

The research aims to 'align stakeholders and create robustness', which is in the nature of process management and not the traditional project management strategies. Continuously, the factor 'goal interdependence' can be framed differently by Tjosvold (1998) as well. Tjosvold (1998) interprets this informal value as follows: "Goal interdependence is important in how individuals interact, affecting outcomes. Beliefs about how objectives are connected affect expectations, communication, problem-solving approaches, and productivity are all affected by beliefs about how objectives are connected". Again, goal interdependence is more focused on project management than process management. Another lesson from Randeraat et al. (2022) involves working together towards common goals (goal interdependence), emphasising flexibility to reach those common goals. Thus, from a process perspective, flexibility is desired to achieve the project aspect of common goals. Therefore, the hypothesis of valuing goal interdependence within this research scope can be debated.

Open and transparent communication is one of the main (inter)actions suggested by the interviewees during the semi-structured interviews within the Rigor cycle. Most of them assume that communication in these collaborations is critical, more specifically: transparent and open communication. If all interviewees regard open and transparent

communication as one of the most essential aspects, the question arises why is the desired level of transparency (seemingly) not achieved yet? A reason could be the strategic value of communication within these processes: showing the back of your tongue can be strategically disadvantageous in the future. Since these processes are long-term based, opening up black boxes can be used against you later in the process. Thereby, it could also be strategically disadvantageous regarding other future projects within the built environment sector. Since 'knowing each other from previous projects is considered advantageous regarding collaborations and the industry appears to be about networking, opening up can also have consequences for future project offers.

Limitations

Case selection

For the empirical part of this research, three cases are selected based on the selection criteria. The portfolio of the internship organisation facilitated the possible options for selecting the cases, which both create option and limits options for the cases researched. In retrospect, case 03 'De Blinkert' appeared to be less complex than the other cases analysed. The variety and number of stakeholders involved in the project create complexity, which is less for case 03 than for the other two cases. Nevertheless, similar findings are found in all cases.

Analysis interviews

As described in X 'Construct validity and Reliability', the methods used to secure the construct validity and reliability align with the guidelines Yin (2009) indicated. Nevertheless, since the empirical research attempted to identify specific (inter)actions based on personal experiences through semi-structured interviews, the translation into findings and concepts of the transcriptions can be discussed. The interviews and the analysis of the interviews are executed by the same researcher, which may create a bias. Integrity has always been respected, but this does not eliminate the possibility of different interpretations by other researchers when analysing the data.

Validation Method

The validation is executed within a relatively short timeframe due to the end date of this study. The limited time, combined with and approaching the summer, resulted in a situation where validation participants were not easy to find. In addition, the validation was intended to be an expert panel, but this was not possible to schedule. Nevertheless, the validation method could also be considered suitable because the experts are interviewed separately; the other stakeholders' opinions do not influence them. Thereby, the separate interviews could enhance the openness of the interviewees.

Design

The roadmap design is created to trigger stakeholders in urban regeneration projects to actively consider implementing (inter)actions, enhancing the informal collaboration within the project team. These projects are considered a complex socio-technical system and are characterised by a wide variety and number of stakeholders. The stakeholders come from diverse perspectives and fields of expertise and thus are considered to be speaking different languages. Therefore, the overview with (inter)actions needs to be easy to read to create awareness amongst all stakeholders(-groups). The chosen means to achieve 'generating awareness amongst the project team within the informal domain of collaborations' can be argued differently. The roadmap is just one means, which can be debated as the most suitable way.

Conclusion

The conclusion chapter answers the sub- and main-research questions based on all information acquired throughout the research. The recommendations for practice and further research are proposed based on the discussion and conclusion. Four sub-research questions are studied during this research to answer the main research question. To answer these questions, both the Rigor and Relevance cycles are included.

i. How is stakeholder management of internal stakeholders organised during the development and realisation phase of an urban regeneration project?

To meet the urban regeneration demand, internal and external stakeholders are involved and creators of complex urban regeneration projects. An urban regeneration project collaboration consists of various disciplines: designers, technicians, architects, construction experts, financial analysts, and marketers. Their wide range informs the diversity of public space design processes of physical environments, stakeholders, and ambitions. The involvement of these stakeholders varies throughout the project timeline for each perspective (public, private, citizen) and the different disciplines within those perspectives. Managing stakeholders from the initiation of a project are critical to meeting stakeholders' expectations and preventing stakeholder difficulties. However, the individual needs and desires must first be known and well understood to develop cooperative relationships within the project team.

ii. What stakeholder management strategies are used by multi-actor systems in complex socio-technical projects in general and specific for urban regeneration projects?

Stakeholder management strategies are reviewed from the general perspective of complex socio-technical systems. Theories about these systems show a holistic approach to managing complex socio-technical system design and engineering that incorporates systems design and engineering (technical management) and governance (organisational management). The stakeholders and external factors can be seen as the most critical aspects of systems thinking. The collection of interconnected and crucial components needs to be recognised, with their interconnections as crucial as the pieces themselves. Three concepts are proposed: (1) identify the stakeholders and their perceived stakes; (2) manage the processes; (3) manage the company's relationships with its stakeholders.

An essential aspect of urban regeneration is the collaboration among stakeholders with varying skills, goals, and resources. Urban governance has evolved from unitary governance to multiple governances as new ideas such as "people-centred" and "sustainable development" have gained traction. Urban governance covers the domain of public management. It aims for dynamic, collective interactions between all stakeholders (public, private, and society) to shape the process of urban regeneration into a transparent, cooperative, and inclusive development. As a result, governments are more open to other urban stakeholders and provide numerous chances for different partners to express their thoughts, recommendations, and complaints in this context. Academics have researched different co-creation approaches to

improve the collaboration of stakeholders in urban regeneration projects. These approaches are mainly intended for aligning various ambitions, perspectives, and ideas focusing on the project's contents.

iii. What are collaboration factors for informal governance in urban regeneration projects?

The informal domain of collaborations is concerned with the spaces of contact and decision-making, which serve as catalysts for cooperation and exchange across geographical and institutional barriers (Haughton & Allmendinger, 2007). The informal context is thus considered in this study as the interactions and acts between and by stakeholders. Therefore, different critical factors can be assigned that influence the experience of the informal collaboration. Accordingly, the following influential factors are reported in literature: (1) trust, (2) involvement, (3) flexibility, (4) goal interdependence, and (5) (clear) expectations. However, when regarded from a project- and process management perspective, this research elaborates on process management variables, and therefore, factor (4) goal interdependence can be dismissed.

iv. How to secure informal governance by providing a framework?

The semi-structured interviews are the source of evidence to address the fourth sub-question. Informal governance in urban regeneration projects can be described as background processes that proceed throughout the project but do not receive specific attention. Throughout the interviews, the stakeholders became aware of the influence of specific (inter)actions that contributed or remitted to the informal collaboration factor. The stakeholders mention general principles for (inter)action but do not mention structured coping mechanisms to secure this informal governance. The (inter)actions proposed by the interviewees are either process or structure and governance based. This implies the opportunity to create a model that creates awareness amongst stakeholders to incorporate those measures mentioned.

How can the quality of collaboration in urban regeneration projects be improved by designing a roadmap for informal governance?

It can be concluded that informal aspects are an underexposed part of the urban governance process in complex urban regeneration projects. However, the contradictory part is that informal steering unconsciously and continuously occurs during these collaboration processes. As a result, the stakeholders perform implicit or explicit (inter)actions that affect the other project stakeholders' trust, involvement, and expectation management. Therefore, creating awareness is needed to make these (inter)actions conscious instead of unconscious. Thus, an easy-to-follow roadmap, which entails the process, structure, and governance, can contribute to this awareness creation.

Recommendations

Based on the research executed, various recommendations can be formulated. Therefore, this thesis aimed to align stakeholders and create robustness, accelerating processes in urban regeneration collaborations through generating awareness amongst the project team within the informal domain of collaborations.

For practice

i. Create time for stakeholder relationships

The importance of stakeholder relationships is assumed to be recognised in the field, but it is generally not actively being addressed. The stakeholder relationship can be enhanced by creating awareness, time, and dedicated informal gatherings. It is indicated that this improves the overall collaboration.

ii. Keep communicating, anytime, with (any) one

Communication has dominated throughout the research in all case studies and validation interviews. Continuous communication is desired by all perspectives but also easily forgotten.

iii. Minimise the change of (municipal) stakeholders during the process

Frequent stakeholder changes within the team are considered significant disruptors of informal collaboration in urban regeneration projects. As suggested by the different public, private and society perspectives, the professionals agree on the impact of changes within the project team. This creates

iv. Nevertheless: it is people's business

There are several (inter)actions that suggest enhancing the quality of collaboration in urban regeneration projects. Still, an essential component that needs to be taken into account is that it is a people's business and therefore not all collaborations can be shaped.

For further academic research

i. Formulate and investigate more informal collaboration factors

For this research, the scope of the informal essential factors of collaboration is set at five factors to conduct the empirical study. This list can be explored further and complemented by approaching the research from a process management perspective. Taking this school of thought as a starting point, other literature could be studied and possibly

ii. Formal collaboration factors influencing the informal collaboration factors

This study did not provide an in-depth review and consider the formal side of the governance in urban regeneration projects. However, the formal structures, contracts and agreements are a significant part of the negotiations and reflect throughout the process continuum. Furthermore, the type of collaboration and thus the legal arrangements made upfront can influence the components of trust, involvement, flexibility, goal interdependence, and (clear) expectations and, therefore, is interesting for further research.

iii. Case selection, another phase of the project

This study analysed three cases, and all cases are not realised (yet). Therefore, it would be interesting to consider cases with a 'complete history' of the project life cycle. Then, all steps, changes, uncertainties and (inter)actions can be reviewed throughout the process. This may provide new insights, as a longer time frame for the project has been taken.

iv. Participation ladder

Further research into who needs to participate, when, and how? Introducing (existing) participation ladders in the roadmap could be beneficial to get a more comprehensive model.

Reflection

The results of the research and design are reviewed in this chapter. This short, substantiated reflection is based on and divided into the following themes: product, process, and planning.

Product

Relationship between research and design

The method chosen for this thesis is the Design Science Research method from Hevner (2007), which outlines a research process focusing on research and design. The design is initiated and shaped based on two primary input sources: the knowledge base and the environment. The different ways of conducting (relevant) data for the design create a solid base for further ideation of answering the research question by design. The knowledge base is used to develop a basic understanding of the context and existing theories and therefore create the analytical framework for interviewing people from practice. The combination of literature and practice makes the design, in my opinion, more valuable for use by professionals. Literature is often based on practice but can remain somewhat vague and conceptual. By introducing experiences from practice, more concrete approaches are being found and recommended.

Relation design with MBE

The design focuses on stakeholder collaboration in urban regeneration projects related to the master track Management in the Built Environment. The aim of this thesis reflects the description of Management in the Built Environment in its core: "... how to manage the urban development and construction processes to guide the many stakeholders..." (Graduation Manual, 2022). One of the first paragraphs of the introduction of this research is as follows:

A complex context characterises urban regeneration projects. It occurs in a changing environment and is therefore subject to uncertainty. Moreover, because it is a process of implementing a broad vision and long-term growth, a complicated decision-making process is unavoidable due to the diverse actors involved (Xie et al., 2021).

This study focuses on the urban developments within the built environment because of the current relevance and urgency. Thereby, during both my bachelor's and master's, I have gained an interest in urban areas and their characteristics.

Process

While doing the research, I encountered some ethical issues. The Relevance cycle mainly involved interviewing stakeholders from all disciplines and perspectives within a specific case. The stakeholders were asked about their experiences focusing on collaborating with the other stakeholders. Therefore, these conversations are sensitive by nature, and there is a chance of irregularities between those stakeholders. For example, at a certain point, you are discussing the project with stakeholder A, who is not happy about the (inter)actions of stakeholder C. Several ethical dilemmas emerge: first, as an interviewer, always remain discreet. Sometimes, stakeholder A asks if the interviewer has already talked to stakeholder C and tries to find opinions. The other way around, when speaking with stakeholder A, it is crucial that there are no prejudices during the interview with stakeholder C. Another dilemma that arises is filling in the answers for the interviewee based on previous interviews. Conducting the interviews in a discrete, objective way was a challenge and consistently being aware of the (new) researcher role you have.

Planning

The first weeks after P2 has been a search to give shape to the research (again). The proposed direction during P2 needed extra focus, which was not as easy to find as I thought it would be. I felt the urge to diverge again in literature, where convergence was needed. This resulted in some weeks with an interesting internship on the one hand and a 'swimming' period on the other hand. After a few weeks, I found the converged direction, and the interviews were ready to start. This empirical process went smooth in contacting the right stakeholders and their enthusiasm to cooperate in this research. I have been surprised by the difficulty of reaching the municipality in general and the right person within the organisation in particular. Thereby, with the summer (holidays) coming near and weeks full of public holidays, reaching professionals, in general, has been a challenging task. Nevertheless, the persistent one wins.

Personal note

Starting this thesis, I felt the enthusiasm to create something. After obtaining my bachelor's degree in architecture at the Technical University of Delft, I decided to 'leave' the creative part of the faculty behind and started the management track. The decision for the management track was made based on the thing I find most energising: working together with people. During my bachelor's and master's, I've been fascinated by how people do or do not work together in a setting where they are randomly assigned to each other. This can create discomfort among the persons forced around the table and produce exciting situations. Another aspect that has been fascinating me during the years is the art of conceptual thinking—trying to come up (rather together) with new, creative ways to tackle the proposed question or problem, preferably about an urban environment. And, if we (think) we've figured it all out: how do we communicate our ideas to others? How do we include them in our thinking and storyline?

Writing this thesis, I've tried to combine these interests: people, cities and creativity.

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Appendix A - Informal Collaboration Factors

Informal collaboration factor	Research Domain	Literature	Source
trust	*Construction projects*	"Hence it is argued that developing trust, a common language and an understanding of all parties' requirements should be critical in the procurement phase to ensure maximum disclosure and allow for the identification of areas of deficiency within the team as a whole (Brown 2001). Especially in case of integrated contracts parties are condemned to collaborate for an extensive period of time."	*(Volker & Hoezen, 2012)*
	Cross-sector collaborations	"Cross-sector collaborations are more likely to succeed when they establish —with both internal and external stakeholders— the legitimacy of collaboration as a form of organising, as a separate entity, and as a source of trusted interaction among members."	*(Bryson et al., 2006)*
	Complex socio-technical projects	Characteristics a complex socio-technical system typically includes: .... in the case of a networked system: autonomous subsystems with different norms and values, rules of engagement and agreement, communication architectures and requirements for trust	*(Brazier et al., 2018)*
involvement	*Construction project*	Factors affecting project success: Project team involvement	*(Chan et al., 2004)*
flexibility	*Construction project*	Factors affecting project success: Project team adaptability and working relationship	*(Chan et al., 2004)*
goal interdependence	*Conflict studies*	"Goal interdependence is an important factor when it comes to how individuals interact, which then affects outcomes. Expectations, communication, problem-solving approaches, and productivity are all affected by beliefs about how objectives are connected."	*(Tjosvold, 1998)*
(clear) expectations	*Conflict studies*	"What is critical is how people believe their goals are predominantly linked these perceptions affect their expectations and actions, and thereby the consequences of interaction."	*(Tjosvold, 1998)*

Appendix B - Interview materials

Appendix B1 - Information regarding the interview

Informatie voorafgaand aan het interview

Algemene informatie

Onderzoek	Master scriptie naar *''Improving the quality of collaboration of cross-sectional projectteams during urban regeneration projects in the Netherlands''*
Universiteit	Technische Universiteit Delft, Faculteit Bouwkunde
Master	Management in the Built Environment
Onderzoeker	Benthe Spruijt

Alle aspecten van deelname aan dit onderzoek voor u als ondervraagde worden in deze informatiebrief toegelicht. Na het lezen hiervan wordt u vriendelijk verzocht het geïnformeerde toestemming formulier in te vullen. Mocht u nog vragen of opmerkingen hebben, dan hoor ik dat graag.

Het onderzoek

U wordt uitgenodigd om deel te nemen aan een onderzoek genaamd 'Improving the quality of collaboration in urban regeneration projects', door middel van een interview. Dit onderzoek wordt uitgevoerd door Benthe Spruijt, master student van de Technische Universiteit Delft (in samenwerking met ECHO Urban Design).

De toenemende groei van het stedelijk weefsel heeft geleid tot een wereldbevolking waarbij de meerderheid van de mensen in steden woont. Steden zijn nog niet altijd voorbereid en ontworpen op deze toename en worden geconfronteerd met een behoefte aan stadsvernieuwing. Binnenstedelijke herontwikkeling wordt naast sociale, politieke en economische duurzaamheid, op de proef gesteld door een toenemend aantal ambities, zoals klimaatadaptatie.

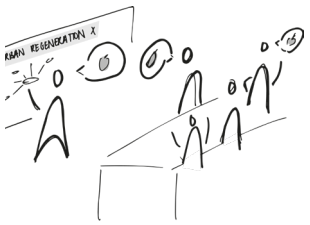
Omdat stadsvernieuwing de uitvoering van een brede visie en groei op lange termijn inhoudt en talrijke belanghebbenden erbij betrokken zijn, is een complex besluitvormingsproces onvermijdelijk. Nadruk op het vroegtijdig integreren van die belanghebbenden, vergroot de kans op betere resultaten. Dit onderzoek beoogt een strategie te ontwikkelen om de kwaliteit van de samenwerking te verbeteren en daarmee draagvlak van belanghebbenden tijdens een binnenstedelijke herontwikkelingsopgave te vergroten. De verbeteringen zijn gebaseerd op retrospectieve interviews en een literatuur studie.

Het doel van de interviews is om ervaringen op te halen van verschillende stakeholders die betrokken zijn geweest bij een binnenstedelijke herontwikkelingsopgaven. Het interview zal ongeveer 45 minuten in beslag nemen. De data zal gebruikt worden voor het formuleren van een advies voor een verbetering van samenwerkingen in binnenstedelijke herontwikkelingsopgaven. U wordt gevraagd om vragen te beantwoorden op het gebied van informele zaken die bij dit soort samenwerkingen komen kijken (denk aan: vertrouwen, engagement, communicatie, etcetera). Uw deelname aan dit onderzoek is volledig vrijwillig, en u kunt zich elk moment terugtrekken zonder reden op te geven.

Met vriendelijke groet,
Benthe Spruijt

Appendix B2 - Informed consent

Geïnformeerde toestemming



Naar aanleiding van uw enthousiaste reactie om deel te nemen aan dit onderzoek, vraag ik u om onderstaande 'geïnformeerde toestemming' te ondertekenen. Dit doen we zodat u zeker weet dat we vertrouwelijk omgaan met uw gegevens en antwoorden. Wij maken een algemeen en anoniem verslag over de ervaringen van meerdere betrokkenen bij het project. Als we uw woorden aanhalen, dan beloven we om uw naam niet gebruiken en zorgen we dat het niet duidelijk is wie dit gezegd kan hebben. We zullen uw naam- en contactgegevens en video voor transcriptie meteen na afloop van het onderzoek vernietigen.

Als u vragen heeft over dit onderzoek, kunt u contact met mij opnemen (Benthe Spruijt) via de volgende kanalen: b.e.spruijt@student.tudelft.nl en +316 -- -- -- --. Ook kunt u contact opnemen met de verantwoordelijke assistent professor Erwin Heurkens (Technische Universiteit Delft, E.W.T.M.Heurkens@tudelft.nl).

Met vriendelijke groet,
Benthe Spruijt

Markeer het antwoord dat op u van toepassing is

	ja	*nee*
I. Deelname aan het onderzoek		
Ik heb de informatie met betrekking tot het onderzoek gelezen en begrepen, of deze is aan mij voorgelezen. Ik heb de mogelijkheid gehad om vragen te stellen over het onderzoek en mijn vragen zijn naar tevredenheid beantwoord.		
Ik doe vrijwillig mee aan dit onderzoek, en ik begrijp dat ik kan weigeren vragen te beantwoorden en mij op elk moment kan terugtrekken uit de studie, zonder een reden op te hoeven geven.		
Ik begrijp dat de informatie wordt vastgelegd als video-opname van een (online) interview, met als doel transcriptie en analyse van de informatie.		
II. Informatie verwerking		
Ik begrijp dat na het onderzoek de geanonimiseerde informatie gebruikt zal worden voor academische doeleinden (master scriptie) aan de Technische Universiteit Delft (tenzij bepaalde informatie vertrouwelijk is en dit wordt aangegeven door de geïnterviewde).		
Ik geef toestemming om mijn antwoorden, ideeën of andere bijdrages anoniem te quoten in resulterende producten.		

	ja	*nee*
Ik begrijp dat persoonlijke informatie die mij kan identificeren, niet buiten dit onderzoeksteam zal worden gedeeld en zal worden vernietigd zodra het onderzoek is voltooid.		
Ik geef toestemming dat de afgeronde afstudeerscriptie zal worden gepubliceerd in het onderwijsdepot van de TU Delft, waarvan de geanonimiseerde transcripten hebben bijgedragen aan de resultaten van het onderzoek.		

Naam *Handtekening* *Datum*

Voor vragen, onderzoeksgegevens of nadere informatie kunt u een e-mail sturen naar b.e.spruijt@student.tudelft.nl.

Appendix B3 - List of interviewees

# Interviewee	Project	Role	Public/ Private/ Society
11	Entree	*Project Leader*	Private
12	Entree	*Director for Urban Development*	Public
13	Entree	*Area Manager*	Public
14	Entree	*Community of Interest*	Society
15	Entree	*Project Developer*	Private
16	Entree	*Project Leader*	Private
17	Entree	*Project Manager Plan Development*	Private
21	ZOHO	*Project Leader*	Private
22	ZOHO	*Process Manager*	Private
23	ZOHO	*Architect*	Private
24	ZOHO	*Process Leader*	Private
25	ZOHO	*Entrepreneur*	Society
31	De Blinkert	*Project Leader*	Private
32	De Blinkert	*Project Leader*	Private
33	De Blinkert	*Architect*	Private
34	De Blinkert	*Project Leader*	Public

Appendix B4 - Interview protocol

Interview Protocol

This interview protocol is meant to explain the procedural steps of the interview including the script for starting, conducting, and closing the interview (Jacob & Furgerson, 2012). In order to (semi-) structure the interview, a set of questions have been prepared in advance. The questions are open ended and therefore the interview protocol is not binding, which gives the space to make revisions during the interview.

General Information

Research Title	***''Improving the quality of collaboration of cross-sectional projectteams during urban regeneration projects in the Netherlands''***
University	Delft University of Technology, Faculty of Architecture
Masters	Management in the Built Environment
Researcher	B.E. Spruijt
Date	DD.MM.YYYY

Interview characteristics

Type	Semi-structured interview
Style	Behavioral interview
Duration	45 minutes
Location	Online (Zoom or Microsoft Teams), offline if possible

Introduction

Brief introduction about the research and researcher

Hartelijk dank voor uw deelname aan dit onderzoek naar de kwaliteit van samenwerkingen in binnenstedelijke herontwikkelingsopgaven, met de focus op de informele kant van dit soort samenwerkingen. Dit onderzoek is onderdeel van mijn afstudeerscriptie voor de MSc track Management in the Built Environment aan de Technische Universiteit Delft. Ik ben begonnen als architectuur student (in de bachelor) en daarna doorgestroomd naar de management kant tijdens de master met een grote interesse voor de 'menselijke kant' en hoe steden zich 'gedragen'.

Het doel van de interviews is om ervaringen op te halen van verschillende stakeholders die betrokken zijn geweest bij een binnenstedelijke herontwikkelingsopgaven. Het interview zal ongeveer 45 minuten in beslag nemen. De data zal gebruikt worden voor het formuleren van een advies voor een verbetering van samenwerkingen in binnenstedelijke herontwikkelingsopgaven. U wordt gevraagd om vragen te beantwoorden op het gebied van informele zaken die bij dit soort samenwerkingen komen kijken (denk aan: vertrouwen, engagement, communicatie etcetera). Uw deelname aan dit onderzoek is volledig vrijwillig, en u kunt zich elk moment terugtrekken zonder reden op te geven. U bent vrij om vragen niet te beantwoorden en er zijn geen goede of foute antwoorden.

Questions

1. General

1.1 Kunt u iets over uzelf vertellen, wat doet u voor werk doe en wat komt daarbij kijken?
1.2 Wat is/was uw rol binnen project [...]?
1.3 Van wanneer tot wanneer bent u betrokken (geweest)?

2. Process

2.1 Hoe zou u de *samenwerking* met andere partijen in dit project omschrijven?

2.2 In hoeverre heeft er een vorm van *co-creatie* plaatsgevonden tijdens het (ontwikkel)proces?
- 2.2.0 Hoe is deze co-creatie vormgegeven gedurende het project/welke methoden zijn er gebruikt?
- 2.2.1 Wanneer en hoe bent u hierbij betrokken geweest?
- 2.2.3 Welke andere partijen zijn hierbij betrokken geweest?
- 2.2.4 Welke partij(en) was/waren de kartrekker van de co-creatie?
- 2.2.5 Was u al bekend met de betrokken partijen?
- 2.2.6 In hoeverre heeft dit geleid tot een (gedeelde) visie/ambitie als basis voor het project?

3. Informal collaboration factors

De co-creatie sessies in uw achterhoofd houdende, hoe kijkt u dan naar de volgende informele aspecten van de samenwerking in het projectteam:

3.1 In hoeverre was er sprake van *vertrouwen* naar de andere partijen in dit project?
- 3.1.1 Welke (inter)acties hebben hieraan bijgedragen?
- 3.1.2 Welke (inter)acties hebben hieraan afgedaan?

3.2 Wat was de mate van *betrokkenheid* van de partijen in dit project?
- 3.2.1 Welke (inter)acties hebben hieraan bijgedragen?
- 3.2.2 Welke (inter)acties hebben hieraan afgedaan?

3.3 In hoeverre was er sprake van *flexibiliteit* binnen het projectteam?
- 3.3.1 Welke (inter)acties hebben hieraan bijgedragen?
- 3.3.2 Welke (inter)acties hebben hieraan afgedaan?

3.4 In hoeverre was er sprake van *onderlinge afhankelijkheid van doelstellingen* binnen het projectteam?
- 3.4.1 Welke (inter)acties hebben hieraan bijgedragen?
- 3.4.2 Welke (inter)acties hebben hieraan afgedaan?

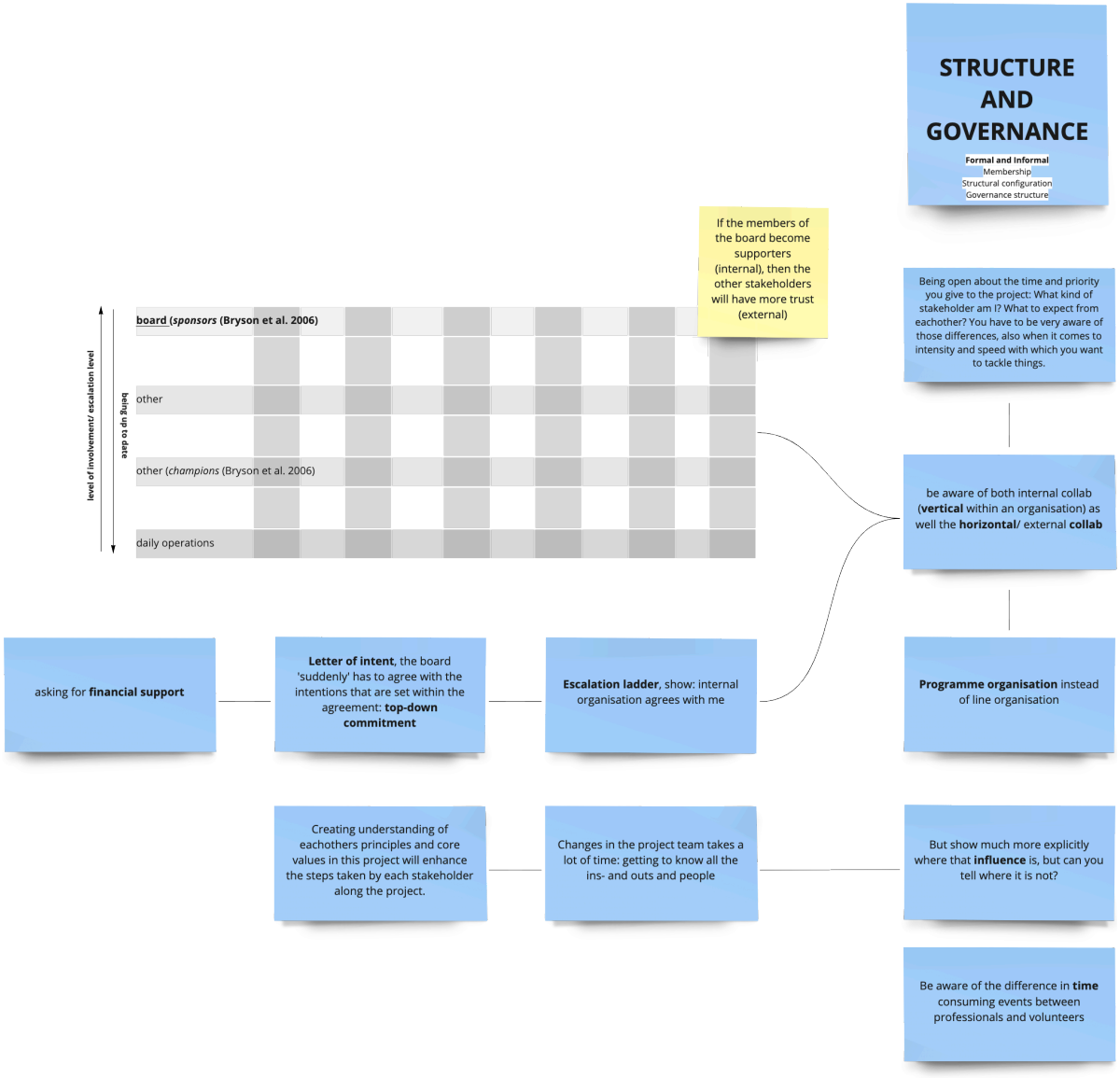
3.5 In hoeverre waren de *verwachtingen* binnen het projectteam duidelijk?
- 3.5.1 Welke (inter)acties hebben hieraan bijgedragen?
- 3.5.2 Welke (inter)acties hebben hieraan afgedaan?

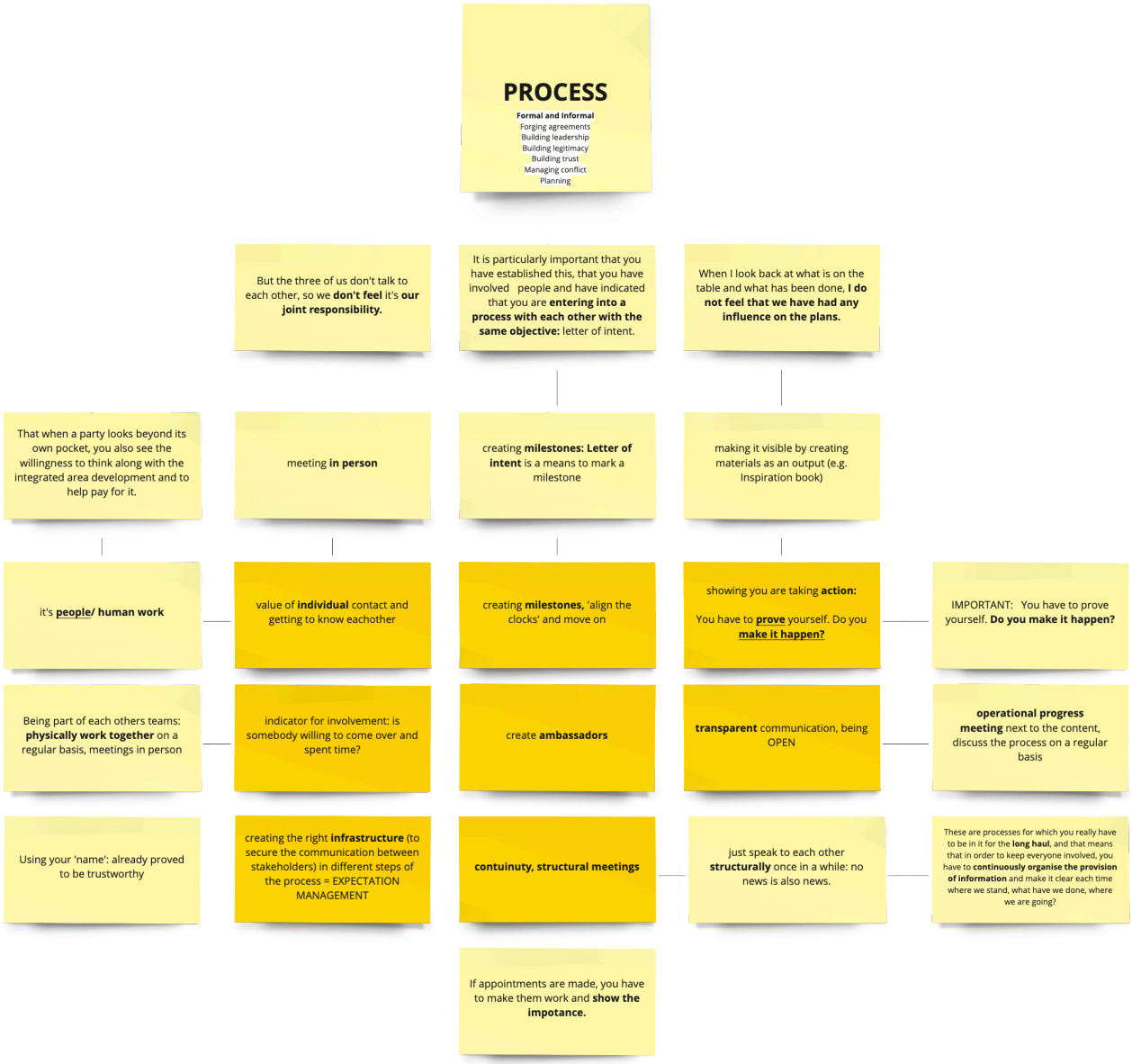
Closing

Bedankt voor het interview en het delen van uw ervaringen. Dit is wat ik onder andere meeneem uit het interview: [...]. Er kan altijd contact opgenomen worden bij vragen en de toestemming kan worden ingetrokken wanneer gewenst.

Appendix C - Analysis interviews

Appendix C1 - Analysis method (2): categorisation




PROCESS
Formal and Informal
Forging agreements
Building leadership
Building legitimacy
Building trust
Managing conflict
Planning
But the three of us don't talk to each other, so we don't feel it's our joint responsibility.
It is particularly important that you have established this, that you have involved people and have indicated that you are entering into a process with each other with the same objective: letter of intent.
When I look back at what is on the table and what has been done, I do not feel that we have had any influence on the plans.
That when a party looks beyond its own pocket, you also see the willingness to think along with the integrated area development and to help pay for it.
meeting in person
creating milestones: Letter of intent is a means to mark a milestone
making it visible by creating materials as an output (e.g. Inspiration book)
it's people/ human work
value of individual contact and getting to know eachother
creating milestones, 'align the clocks' and move on
showing you are taking action:
You have to prove yourself. Do you make it happen?
IMPORTANT: You have to prove yourself. Do you make it happen?
Being part of each others teams: physically work together on a regular basis, meetings in person
indicator for involvement: is somebody willing to come over and spent time?
create ambassadors
transparent communication, being OPEN
operational progress meeting next to the content, discuss the process on a regular basis
Using your 'name': already proved to be trustworthy
creating the right infrastructure (to secure the communication between stakeholders) in different steps of the process = EXPECTATION MANAGEMENT
contuinuty, structural meetings
just speak to each other structurally once in a while: no news is also news.
These are processes for which you really have to be in it for the long haul, and that means that in order to keep everyone involved, you have to continuously organise the provision of information and make it clear each time where we stand, what have we done, where we are going?
If appointments are made, you have to make them work and show the impotance.

Appendix D - Validation design

Appendix D1 - Information regarding the interview

Informatie voorafgaand aan het interview

Algemene informatie

Onderzoek	Master scriptie naar *''Improving the quality of collaboration of cross-sectional projectteams during urban regeneration projects in the Netherlands''*
Universiteit	Technische Universiteit Delft, Faculteit Bouwkunde
Master	Management in the Built Environment
Onderzoeker	Benthe Spruijt

Alle aspecten van deelname aan dit onderzoek voor u als ondervraagde worden in deze informatiebrief toegelicht. Na het lezen hiervan wordt u vriendelijk verzocht het geïnformeerde toestemming formulier in te vullen. Mocht u nog vragen of opmerkingen hebben, dan hoor ik dat graag.

Het onderzoek

U wordt uitgenodigd om deel te nemen aan een onderzoek genaamd *'Improving the quality of collaboration of cross-sectional projectteams during urban regeneration projects in the Netherlands'*, door middel van een interview. Dit onderzoek wordt uitgevoerd door Benthe Spruijt, master student van de Technische Universiteit Delft (in samenwerking met ECHO Urban Design).

De toenemende groei van het stedelijk weefsel heeft geleid tot een wereldbevolking waarbij de meerderheid van de mensen in steden woont. Steden zijn nog niet altijd voorbereid en ontworpen op deze toename en worden geconfronteerd met een behoefte aan stadsvernieuwing. Binnenstedelijke herontwikkeling wordt naast sociale, politieke en economische duurzaamheid, op de proef gesteld door een toenemend aantal ambities vanuit verschillende expertises.

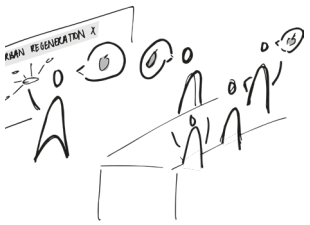
Stadsvernieuwing gaat over de uitvoering van een brede visie en groei op lange termijn waar een talrijke groep belanghebbenden betrokken is en een complex besluitvormingsproces is dan ook onvermijdelijk. Nadruk op het vroegtijdig integreren van die belanghebbenden, vergroot de kans op betere resultaten. Dit onderzoek beoogt een roadmap te ontwikkelen om de kwaliteit van de samenwerking te verbeteren op basis van informele samenwerkingsfactoren.

Het doel van de expert validaties is om een kritische blik op te halen bij verschillende stakeholders die betrokken zijn geweest bij binnenstedelijke herontwikkelingsopgaven over verschillende stellingen voortkomend uit het onderzoek. Het interview zal ongeveer 30 minuten in beslag nemen. De data zal gebruikt worden als input voor het ontwerpen van een advies voor de verbetering van samenwerkingen in binnenstedelijke herontwikkelingsopgaven. U wordt gevraagd om vragen te beantwoorden op het gebied van informele zaken die bij dit soort samenwerkingen komen kijken (denk aan: vertrouwen, engagement, communicatie, etcetera). Uw deelname aan dit onderzoek is volledig vrijwillig, en u kunt zich elk moment terugtrekken zonder reden op te geven.

Met vriendelijke groet,
Benthe Spruijt

Appendix D2 - Informed consent

Geïnformeerde toestemming



Naar aanleiding van uw enthousiaste reactie om deel te nemen aan dit onderzoek, vraag ik u om onderstaande 'geïnformeerde toestemming' te ondertekenen. Dit doen we zodat u zeker weet dat we vertrouwelijk omgaan met uw gegevens en antwoorden. Wij maken een algemeen en anoniem verslag over de ervaringen van meerdere betrokkenen bij het project. Als we uw woorden aanhalen, dan beloven we om uw naam niet gebruiken en zorgen we dat het niet duidelijk is wie dit gezegd kan hebben. We zullen uw naam- en contactgegevens en video voor transcriptie meteen na afloop van het onderzoek vernietigen.

Als u vragen heeft over dit onderzoek, kunt u contact met mij opnemen (Benthe Spruijt) via de volgende kanalen: b.e.spruijt@student.tudelft.nl en +316 -- -- -- --. Ook kunt u contact opnemen met de verantwoordelijke assistent professor Erwin Heurkens (Technische Universiteit Delft, E.W.T.M.Heurkens@tudelft.nl).

Met vriendelijke groet,
Benthe Spruijt

Markeer het antwoord dat op u van toepassing is

	ja	*nee*
I. Deelname aan het onderzoek		
Ik heb de informatie met betrekking tot het onderzoek gelezen en begrepen, of deze is aan mij voorgelezen. Ik heb de mogelijkheid gehad om vragen te stellen over het onderzoek en mijn vragen zijn naar tevredenheid beantwoord.		
Ik doe vrijwillig mee aan dit onderzoek, en ik begrijp dat ik kan weigeren vragen te beantwoorden en mij op elk moment kan terugtrekken uit de studie, zonder een reden op te hoeven geven.		
Ik begrijp dat de informatie wordt vastgelegd als video-opname van een (online) interview, met als doel transcriptie en analyse van de informatie.		
II. Informatie verwerking		
Ik begrijp dat na het onderzoek de geanonimiseerde informatie gebruikt zal worden voor academische doeleinden (master scriptie) aan de Technische Universiteit Delft (tenzij bepaalde informatie vertrouwelijk is en dit wordt aangegeven door de geïnterviewde).		
Ik geef toestemming om mijn antwoorden, ideeën of andere bijdrages anoniem te quoten in resulterende producten.		

	ja	*nee*
Ik begrijp dat persoonlijke informatie die mij kan identificeren, niet buiten dit onderzoeksteam zal worden gedeeld en zal worden vernietigd zodra het onderzoek is voltooid.		
Ik geef toestemming dat de afgeronde afstudeerscriptie zal worden gepubliceerd in het onderwijsdepot van de TU Delft, waarvan de geanonimiseerde transcripten hebben bijgedragen aan de resultaten van het onderzoek.		

Naam *Handtekening* *Datum*

Voor vragen, onderzoeksgegevens of nadere informatie kunt u een e-mail sturen naar b.e.spruijt@student.tudelft.nl.

Appendix D3 - List of interviewees

#Iinterviewee	Role	Public/ Private/ Society
41	*Project Leader*	Private
42	*Project Leader*	Public
43	*Project Leader*	Public

Appendix D4 - Validation protocol

Validation Protocol

This validation protocol is meant to explain the procedural steps of the validation interview, including the script for starting, conducting, and closing the interview (Jacob & Furgerson, 2012). In order to (semi-) structure the interview, a set of statements and questions have been prepared in advance. The questions are open ended and therefore the validation protocol is not binding, which gives the space to make revisions during the interview.

General Information

Research Title	***''Improving the quality of collaboration of cross-sectional projectteams during urban regeneration projects in the Netherlands''***
University	Delft University of Technology, Faculty of Architecture
Masters	Management in the Built Environment
Researcher	B.E. Spruijt
Date	DD.MM.YYYY

Interview characteristics

Type	Semi-structured interview
Style	Behavioral interview
Duration	30 minutes
Location	Online (Zoom or Microsoft Teams), offline if possible

Introduction

Brief introduction about the research and researcher

Hartelijk dank voor uw deelname aan dit onderzoek naar de kwaliteit van samenwerkingen in binnenstedelijke herontwikkelingsopgaven, met de focus op de informele kant van dit soort samenwerkingen. Dit onderzoek is onderdeel van mijn afstudeerscriptie voor de MSc track Management in the Built Environment aan de Technische Universiteit Delft. Ik ben begonnen als architectuur student (in de bachelor) en daarna doorgestroomd naar de management kant tijdens de master met een grote interesse voor de 'menselijke kant' en hoe steden zich 'gedragen'.

Het doel van de expert validaties is om een kritische blik op te halen bij verschillende stakeholders die betrokken zijn geweest bij binnenstedelijke herontwikkelingsopgaven over verschillende stellingen voortkomend uit het onderzoek. Het interview zal ongeveer 30 minuten in beslag nemen. De data zal gebruikt worden als input voor het ontwerpen van een advies voor de verbetering van samenwerkingen in binnenstedelijke herontwikkelingsopgaven. U wordt gevraagd om vragen te beantwoorden op het gebied van informele zaken die bij dit soort samenwerkingen komen kijken (denk aan: vertrouwen, engagement, communicatie, etcetera). Uw deelname aan dit onderzoek is volledig vrijwillig, en u kunt zich elk moment terugtrekken zonder reden op te geven.

Questions

1. General

1.1 Kunt u iets over uzelf vertellen, wat doet u voor werk doe en wat komt daarbij kijken?

1.2 Wat is uw rol bij binnenstedelijke herontwikkelingsopgaven?

2. Statements

2.1 Gedurende het ontwikkel proces van een binnenstedelijke herontwikkelingsopgave worden er expliciet en actief stappen ondernomen om *vertrouwen* te creëren tussen de betrokken stakeholders.

- 2.1.1 Zo ja, hoe?
- 2.1.2 Zo nee, is dat nodig en hoe zou dat dan aangewakkerd kunnen worden?

2.2 Het schept *vertrouwen* wanneer het beslissende orgaan van een organisatie (bestuur) laat zien achter de ambities en de richting van het project te staan.

- 2.2.1 Zo ja, hoe?
- 2.2.2 Zo nee, is dat nodig en hoe zou dat dan aangewakkerd kunnen worden?

2.3 De *betrokkenheid* van de stakeholders in een binnenstedelijke herontwikkelingsopgave hangt nauw samen met de frequentie en structuur waarin de stakeholders elkaar zien en spreken.

- 2.3.1 Zo ja, hoe?
- 2.3.2 Zo nee, is dat nodig en hoe zou dat dan aangewakkerd kunnen worden?

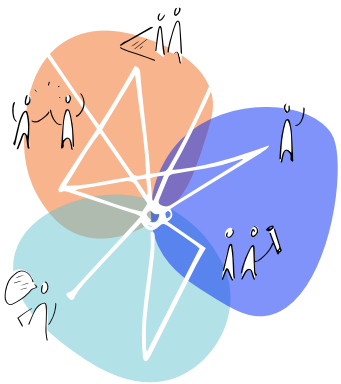
3. Presenting Roadmap

3.1 Wat is uw eerste indruk bij het zien van deze roadmap? Welk verhaal wordt er getracht over te brengen? Wat valt er op?

3.2 Zou deze roadmap gebruikt kunnen worden om bewustzijn te creëren over dit onderwerp?

- 3.2.1 Zo ja, hoe?
- 3.2.2 Zo nee, hoe zou u dit voor u zien?

“**City**’ meant two different things – one a physical place, the other a mentality compiled from **perceptions**, **behaviours** and **beliefs**.”
— Richard Sennett, Building and Dwelling: Ethics for the City



MSc Architecture, Urbanism and Building Sciences
Delft University of Technology