

Detailed analysis

in order to improve the attractiveness of the city
of Friesoythe for the adolescents and young
adults

Strategic Marketing Plan

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Summary

During the last five months analysis, researches and evaluations were made for this bachelor thesis. This bachelor thesis is the last project to graduate from Stenden University in Emmen. It contains a strategic marketing plan with a final advice for the city government in Friesoythe.

The problem statement is that the attractiveness of the city of Friesoythe seems to disintegrate especially for the adolescents and young adults. The project of this thesis was to find out how the attractiveness of the city of Friesoythe can be improved for the adolescents and young adults living in Friesoythe.

Within this thesis the view on the city of Friesoythe has been divided into two different aspects. On the one hand the city can be analyzed and described as “Friesoythe – the government” which includes the offered services in the city hall.

On the other hand the city can be described as “Friesoythe – the city”. This view of Friesoythe will be used and discussed in the following thesis. The topic of this thesis fits more to this view than to the other in order to describe the offers in the city and to analyze the attractiveness of Friesoythe.

The first aspect will be described as well due to the fact that the municipality can increase the attractiveness of the city of Friesoythe for the target group as well. The division of the city of Friesoythe is necessary to point out the important factors for the adolescents and young adults (target group).

The city of Friesoythe lies in the North-West part of Germany in the Federal Land Lower Saxony and has more than 21.000 citizens. The first indication of this city can be found in the second half of the 12th century. The city offers for their population and visitors different grocery stores, shopping possibilities, bars, restaurants, education possibilities and sport clubs. Furthermore many different stores and companies within the area of the provision of service and handcraft are located in Friesoythe. The mayor of the city of Friesoythe is Mr. Wimberg.

The government of Friesoythe follows a rather traditional culture. Main aspects are clearly defined roles and relationships between the workers. The mayor of Friesoythe uses the democratic/participative leadership style. He includes the staff in the decision-making process. The organization of the city of Friesoythe is called a line organization where the information flows from the top to the bottom.

The current strategy of the city of Friesoythe lies in the product orientation. The completion of the tasks and the allocation of the service for the customers of the city are focused. This is why they follow the “product leadership strategy” from Treacy and Wiersema. In second instance they focus on the “customer intimacy” from Treacy and Wiersema, because of the involvement of the employees to fulfill the service for their customers.

The current objective of the city of Friesoythe is to expand their position as a medium sized town in the north of the county Cloppenburg within the next five years. Their mission is to communicate and publish their older slogan “Young city with heart” and arrange more quality of life in the city. The deeper definition of their profile “City of Iron” is their vision. This profile has to be communicated to the citizens and visitors of Friesoythe.

The marketing activities of the city of Friesoythe are containing the aspects of the four P's. The offered activities within the city are part of the product. Examples are the grocery stores, free time possibilities, education and sports. The financing of a city is guaranteed with tax revenues. The citizens only have to pay directly for different events they visit. The place is within the area of the city of Friesoythe. The P of promotion consists of the usage of social media (Twitter), the homepage of the city and different giveaways, for example post cards, key chains and bags. The corporate city is communicated with the profile of the City of Iron. The employees of Friesoythe are visiting and organizing different exhibitions and events. Examples for these events are the "Schützenfest", "Event of Iron" and events in the "Forum am Hansaplatz".

The current customers of Friesoythe are divided into three groups. First of all the needs and requirements of the citizens of Friesoythe has to be satisfied. For them the most important factors are a good job situation and enough offerings within the city. The second group is the group of the visitors. They expect free time possibilities, accommodations and a high environmental quality.

Lastly the potential companies have requirements as well. They are expecting from the city special location factors as for example transport connections, sales factor or the qualification level of the employees.

The target group which has been selected for this thesis contains the adolescents and young adults between 13 and 27 living in Friesoythe and the corresponding areas. The employment of them varies between employee, workless, student, pupil, trainee and self employed. The target group spends a lot of time in the internet and in social networks like Twitter or Facebook. They communicate mostly via this medium with friends and peers.

The attractiveness of the city of Friesoythe seems to disintegrate especially for the adolescents and young adults. To analyze this trend the target group will be consulted to develop strategies for the government of the city of Friesoythe.

Therefore a research among the citizens living in Friesoythe has been made. 811 members of the target group participated. One result is that they expect more free-time possibilities from the city as bars, restaurants and cafes. Furthermore the target group would like to have more communication with the city including more transparency about current and future activities and rebuilding's. The target group likes the "Forum am Hansaplatz" where different events take place.

The macro-environment analysis provides more information about the political, economic, social, environmental, legal and technological factors.

The chapter of the sector analysis is not relevant in this thesis and not adaptable to the city of Friesoythe. The market of Friesoythe would exist of the offered activities in the city, as shopping possibilities, grocery stores and sport possibilities. These aspects are already provided in the description of the city and the marketing mix. To avoid a double mentioning this chapter excluded from this bachelor thesis.

Content of the competitor's analysis was the analysis about cities with a similar amount of citizens in the Federal Land Lower Saxony in Germany. In total ten cities were compared to Friesoythe for the criteria purchasing power, learning opportunities, unemployment rate and the presence of the internet (Social Media) These aspects are important for the target group to make a choice of the place of living. The result of this competitor's analysis is that one city has a competitive advantage against the named cities. This city is Rotenburg (Wümme) which has positive aspects in all named criteria and is the strongest competitor for Friesoythe. The city of Friesoythe is settled in the middle field of all mentioned criteria.

Furthermore the SWOT-matrix is given with all relevant strengths, weaknesses, opportunities and threats of Friesoythe and the strategies.

In total eight strategies were worked out whereof five strategies were chosen to perform for the city of Friesoythe. These strategies were divided into direct and indirect strategies in order to distinguish the two different target groups which have to be considered. On the one hand the city can influence directly the offers in Friesoythe in order to improve them and satisfy the needs of the adolescents and young adults. On the other hand the city has only indirect influence on some parts of the offerings in the city. These are the owners of the bars, restaurants, etc. who have to be attracted to Friesoythe. The city has to be appealing to them in order to attract more owners of bars, restaurants, cafes etc. to Friesoythe.

The first three strategies are direct strategies.

The first strategy is about the extension of the program from the "Forum am Hansaplatz". In order to attract more adolescents and young adults the city has to offer more events which are adapted to the wishes of the target group. For the program from July 2014 until July 2015 four more events should be organized.

The second strategy contains the fact that the activities in the youth center are not communicated well enough for the target group. They didn't know much about the offerings there. Furthermore there aren't many given information via the homepage of the youth center. To improve this an open day will be organized at the 25th of April 2014 from 2 pm until 7 pm.

Within the third strategy the communication with the target group will be improved via the homepage of the city and Social Media. The improvement of the current Twitter account of the city will be realized until the end of November 2013. Furthermore a Facebook account will be created until the end of January 2014. In addition to that the homepage of the city Friesoythe will be improved until the end of December 2013 in order to offer more and concrete information about current and future activities in the city.

The fourth and fifth strategies are indirect strategies.

The fourth strategy is about the attraction of more owners of bars, restaurants, cafes etc. to the city of Friesoythe. One outcome of the research shows that the target group is not satisfied with the offered free-time possibilities especially bars and restaurants in Friesoythe. In order to enhance the attractiveness of the city for this target group the city will contact at least 5 owners until the end of March 2014.

The fifth strategy contains the communication with the current owners of bars in Friesoythe. The city will contact the owners of two bars in Friesoythe until the end of December 2013. Content of the communication between the city and the bars will be the improvement of their current program through specific events and live concerts to attract more members of the target group to these bars.

The city of Friesoythe follows the Market Penetration Strategy in order to improve the already existing offers on the existing market for the target group. Furthermore they follow the Product Development Strategy in order to offer new products for the target group at the already existing market.

In first instance the city of Friesoythe focus on the Product Leadership to offer the best products/activities for the target group and attract more owners to an appealing city. In second instance they follow the Customer Intimacy because of the fact that they city wants to make the target group feel comfortable in Friesoythe and satisfy their needs as well.

The marketing mix gives further information about the product, place, price and promotion after the outcome of the research.

The place stays the same due to the fact that the offers and activities will be organized in the city of Friesoyhte. The product contains the offering of a bigger variety for the adolescents and young adults in the "Forum am Hansaplatz" and the contact of new owners of bars, restaurants etc. to attract them to the city of Friesoythe. The price stays the same and depends on each owner, performer or actor. The city of Friesoythe has no influence on the pricing. The promotion contains the adaptation of the website, the improvement of the current Twitter account and the development of a Facebook account. Furthermore an open day will be organized for the youth center in Friesoythe. Therefore flyers will be printed and distributed.

To realize these marketing activities an overview about the marketing budget is given, where all costs are added, concerning the named recommendations for the marketing activities. The realization of the mentioned activities is given with a total marketing budget of €1.363.30. Lower costs occur through free press releases and the already excising Twitter account. The employees who are responsible for the social media are already present.

After that the evaluation measurements are provided in order to analyze whether these marketing strategies were successful or not. A further survey after two years can analyze the results of the implemented strategies. With the help of a website tool the amount of clicks of a website can be calculated. A decrease or increase of visitors on Twitter can be analyzed. An evaluation of these strategies is important in order to improve future campaigns and to document success.

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PREFACE

In this document the strategic marketing plan for the city of Friesoythe, based in Lower Saxony, Germany, is presented. This report is part of the degree of the course Commercial Economics at Stenden University in Emmen.

I would like to take the chance to give special thanks to the person who supported me and made it possible to me to succeed in this bachelor thesis. First of all I want to appreciate the support I experienced from my lector Mr. Hummel. He gave me perfect advices and supervision during the last five months. Furthermore I have to mention the team of the city of Friesoythe, especially Mr. Bickschlag who was always available and provided information, when I asked for it.

Lastly I want to give special thanks to all my lecturers during the last four years of study at Stenden University in Emmen. They provided me with all the information I needed, skills and abilities necessary for a successful degree.

I hope that this marketing plan will help the city of Friesoythe to develop and stay successful in the future.

With kind regards

Frauke Tholen

Friesoythe, August 2013

1 INTRODUCTION

In the following introduction the paragraph *background* will be described in order to inform about the city of Friesoythe. After that the *reason for the research* and the *objectives of this thesis* will be mentioned. The *problem definition* gives deeper insight in the complex of problems. The listed *research questions* are providing an overview about the answered question in this thesis. In addition the *research methods* explain the survey and the used analysis procedures. Lastly the *chapters of the thesis* are named to provide an overview about the total thesis.

1.1 BACKGROUND

The city of Friesoythe lies in the Federal State Lower Saxony and in the county “Cloppenburg” in the North West of Germany and has 21.138 citizens.

The corresponding areas (smaller towns or villages which are part of Friesoythe with individually names but not included to the city itself) of Friesoythe are: Ahrensdorf, Altenoythe, Augustendorf, Barkentange, Edewechterdamm, Ellerbrock, Gehlenberg, Heetberg, Hohefeld, Ikenbrügge, Kampe, Kamperfehn, Markhausen, Mehrenkamp, Mittelsten Thüle, Neumarkhausen, Neuscharrel, Neuvrees, Pehmertange, Schlingshöhe, Schwaneburg, Schwaneburgermoor and Vordersten Thüle. Information about the amount of citizens and the corresponding areas can be found on the homepage of Friesoythe (www.friesoythe.de).

Johan Wimberg is the mayor of the city of Friesoythe since 1996. With the age of 28 he has been the youngest mayor for a city with a population of more than 20.000 in Germany.

The project started at the 7th of February 2013. The contract with the city of Friesoythe will end automatically at the 31st of July 2013.

For the following thesis the view of the city of Friesoythe is divided into two different aspects. On the one hand the city can be analyzed and described as “Friesoythe – the government” which includes the offered services in the city hall.

On the other hand the city can be described as “Friesoythe – the city”. This view of Friesoythe will be used and discussed in the following thesis.

The division of the city of Friesoythe is necessary to point out the important factors for the adolescents and young adults (target group). The subject of this thesis is to improve the attractiveness of the city of Friesoythe for the target group. This includes what the city of Friesoythe has to offer for the adolescents and young adults and not the offered service in the city hall. For a better understanding of the topic and the following research and strategies this division has been essential.

As well as the city the government is important due to the fact that the municipality can increase the attractiveness of the city of Friesoythe for the target group. Because of this aspects of the management of Friesoythe are mentioned and described but the main focus lies within the city itself.

1.2 REASON FOR THE RESEARCH

The attractiveness of the city of Friesoythe seems to disintegrate especially for the adolescents and young adults. To analyze this problem the target group will be consulted to develop a general advice for the government of the city of Friesoythe.

The decrease of the attractiveness of Friesoythe could be evoked through fewer offers for the young adults and adolescents. Due to less free-time possibilities, for example bars, restaurants and shopping alternatives the target group seems to turn away from the city of Friesoythe.

To analyze and prove this theory this research will be made in order to generate a marketing plan for the city of Friesoythe with possible improvements.

1.3 OBJECTIVES OF THE THESIS

This thesis will gain insight in strengths and weaknesses of the city of Friesoythe and in opportunities and threats of its environments, based on which marketing strategies will be developed to enhance the satisfaction of the adolescents and young adults living in Friesoythe.

1.4 PROBLEM DEFINITION

The problem of this research is: How can the attractiveness of the city of Friesoythe be improved in order to enhance the satisfaction of the adolescents and young adults living in Friesoythe?

Within the last years the new profile of the city of Friesoythe “the City of Iron” was built up but the acceptance from the adolescents and young adults failed. Furthermore the communication with the target group is not satisfying. The government of Friesoythe is barely using social media to contact the target group. Lastly the offered free-time possibilities for the target group are not satisfying. Bars and cafés are missing for spending time with friends or family in comfortable surroundings. Further information about the market research can be found in chapter 3.1.1 *Results of the market research*.

1.5 RESEARCH QUESTIONS

The following research question will give a short overview about the topic.

- What does the city of Friesoyhte offer for the target group?
- What is the current strategy of Friesoythe?
- What are the marketing activities of the city?
- How does the city communicate with the target group?
- Who is the specific target group?
- What does the target group think about and expect from Friesoythe?
- How is the target group aware of the historically background of the “City of Iron”?
- In which way is the target group contacted by the city of Friesoythe and is it satisfied?
- How is this target group satisfied with the offers of the city of Friesoythe?
- Does the target group use social media?
- How can the marketing activities be adapted to the target group?
- How can this target group be reached most effectively?

1.6 RESEARCH METHODS

For the internal and external analysis information about the city of Friesoythe was found via desk research. With the help of the desk research already given information can be used more easy and faster. Information about the structure of the city including the organigram, the history of Friesoythe, its working fields, its strategies, vision, mission and objectives and the marketing mix are part of the desk research. Information from the external analysis such as the customer analysis, the macro-environment analysis and the competitors' analysis is the outcome of the desk research.

The field research in this thesis consists of the quantitative and descriptive market research which was made among the citizens of Friesoythe in order to analyze the current situation to the mentioned topic. This survey was made within the different schools of Friesoythe, via Internet (social media and the homepage of the city), via a survey among the pedestrians in the two main stores in Friesoythe and via flyers which were spread among all stores within Friesoythe and the corresponding areas to reach the employees. With these different areas of surveys all members of the target group can be reached; the pupils in schools, mostly the students via internet, the workless and families with the survey among the pedestrians and the employees via the flyer. During this market research 1225 citizens of Friesoythe were interviewed (including the corresponding areas).

This research has been made with a convenience sample which is a nonprobability sampling type. These types are mostly not representative which would lead to more problems and criticisms. But there are exceptions and in this case the convenience sample is representative because a sample has been calculated (Trochim, 2006). Furthermore the chance is given that the results are reflecting the reality because of the huge amount of participants. Advantage of the convenience sample type is that it is easier and faster. All characteristics of the target group will be questioned. In this case it is difficult to ask and reach all people of the population; the amount is too large (Castillo, 2009).

In total 1225 citizens from Friesoythe participated in the survey from which 811 people were from the target group. If this survey would have been made with a probability sampling type the following results for the margin of error and for the probability would be calculated. For 811 people the margin of error is 3% including a probability of 95%. The formula for the calculation of the margin of error can be found in appendix 4.

The company WebFinance (2013) stated on their website that the margin of error is an "Analytical technique that accounts for the number of acceptable errors in an experiment". Furthermore they said that "A smaller margin of error indicates trustworthy results and a larger margin of error means the results are not considered as accurate".

Margaret Rouse (2005) stated on a website that the "Probability is a branch of mathematics that deals with calculating the likelihood of a given event's occurrence, which is expressed as a number between 1 and 0." The number 0 stands for impossibility and 1 for certainty. The representativeness from this non probability sampling type is better than supposed. The margin of error is lower and shows more trustworthy results of this survey. The reason for this lies in the huge amount of participants of the research. This means that the used convenience sample is representative in the case of the market research for the city of Friesoythe. For the analysis of the surveys the program SPSS will be used to create a result.

For this bachelor thesis different analysis procedures were used in order to analyze and describe the city of Friesoythe in more detail. In the following these procedures will be presented. Furthermore specific analysis procedures cannot be adapted to the city of Friesoythe. The reason there will be explained as well.

The PESTEL analysis has been used for the macro-environment analysis which contains the political environment, the economic environment, the social environment, the technological environment, the ecological environment and the legal environment. With the PESTEL analysis the most important factors of a company's environment can be analyzed.

The SWOT-matrix shows the overview about all strengths, weaknesses, opportunities and threats in this thesis and will offer new strategies to perform. Searching for new strategies for a company is difficult but important and easier to realize with the help of the SWOT-matrix.

The three different value disciplines from Treacy & Wiersema in which an enterprise can focus will be adapted to the community of Friesoythe. These three disciplines are product leadership, customer intimacy and operational excellence (Treacy & Wiersema, 1993). With focus on one value discipline defining the most important strategies and marketing activities of Friesoythe will be clearer.

Furthermore there are four growth strategies from Ansoff for businesses. These four strategies are market penetration, product development, market development and diversification. One of these will be adapted to the city of Friesoythe. With the help of the growth strategies from Ansoff the city of Friesoythe can determine and define in which market and with which products the city will grow (Simister, 2011).

Benchmarking is essential for cities as well. The city of Friesoythe can be inspired from activities and marketing tools from other cities. Within the competitors analysis different cities are analyzed in order to find out about the status of the city of Friesoythe compared to similar ones.

The model of the Five Forces of Porter which is commonly used cannot be adapted for the city of Friesoythe. The Five Forces model by Porter analyzes the five competitive forces for a company and helps determine an industry's weaknesses and strengths. This model helps to identify corporate strategies for the company (Porter, 1979). In this case the city has rather a monopoly position. There are no substitutes which can replace the service of Friesoythe for the customers. Furthermore the competition is extremely low but intensive and strong. The citizens have chosen to live in Friesoythe and spend their life there for shorter or longer time. With a monopoly position the city is the only provider for the service and has the possibility to change its prices or services arbitrarily. Fortunately, for the customers, there are anti-monopoly offices which curtail and watch over the activities of a monopolist which can be found on the homepage of the *Bundeskartellamt* (<http://www.bundeskartellamt.de/wEnglisch/>). In addition to that the force of the suppliers is extremely low as well. For offering a service suppliers are neither necessary nor important in this case. The last force of the potential entrants does not exist as well. It is not realistic that a new municipality will come into existence and can compete with the city of Friesoythe.

The chapter "Sector Analysis" is not given in this thesis. Reason for this is the difficulty of describing the market of the city of Friesoythe. One possible way for describing the market of Friesoythe is to analyze everything that the city offers for the citizens and in particular for the target group. This would mean naming all grocery stores, the gastronomy, shopping possibilities, free-time activities and sport facilities. All these parts are containing in the product of the marketing mix and the city description which will be described in chapter 2.1.1. To avoid the double mentioning of these facts the whole paragraph of the sector analysis will not be given in this thesis. In addition to that the market growth and the economic cycle and seasonal conditions cannot be given as well.

1.7 CHAPTERS OF THE THESIS

In chapter two the internal analysis of the city of Friesoythe is described. This analysis includes information about the structure of the city, its current strategies and future targets, as well as the mission and the vision of the city. After that the marketing mix of Friesoythe is given. Lastly the strengths and weaknesses of the city are listed.

Chapter three provides information about the external analysis which contains information about the customer analysis and the outcome of the field research. Furthermore the macro-environment analysis will provide information about political, economic, social, environmental, legal and technological factors. Facts about the competitor's analysis provide further information. Lastly the opportunities and threats are listed.

The SWOT-matrix is given in chapter four of this thesis. This contains the matrix and the chosen strategies which will be performed.

Chapter five provides information about the strategic marketing plan with the marketing objectives. Furthermore the new marketing mix is adapted to the outcome of the research. Lastly the marketing budget and the evaluation measurements are given.

The thesis ends with an overall conclusion in chapter six.

2 INTERNAL ANALYSIS

The internal analysis contains a precise description about the offerings in the city of Friesoythe, including restaurants, grocery stores, shopping possibilities etc. Furthermore the structure of the city government will be described. This includes the explanation of the history and the marketing mix of the community. The internal analysis helps to give an internal view into the city of Friesoythe and its working fields. Furthermore the products, promotion activities and the workplace design of the city will be analyzed. In a final step the strengths and weaknesses of the city will be listed for a precise overview.

2.1 CITY-DESCRIPTION

In order to get a detailed view of the city of Friesoythe it is important to take a look behind the community and the city. Therefore the city of Friesoythe will be described in two different aspects to develop an overview. After that the history of the city will be specified. The organizational structure of the community will be given, including an organigram. Lastly the current strategy, targets, its vision and mission will be described.

2.1.1 CITY OF FRIESOYTHE

For this thesis the city of Friesoythe can be defined in two different aspects.

Friesoythe – the municipality

The first one is the city of Friesoythe as the municipality with the city hall. In this city hall the services for the citizens and visitors are offered which include for example the social assistance center, the civil registry office for marriages, the building inspection office or the service center for citizens. These services are offered from Monday until Saturday and also include a hotline for citizens and a standby service. Furthermore the city shop where different products were sold is available in the city hall. The City Shop Friesoythe can be found at the homepage of Friesoythe as well (<http://stadtshop.stadt-friesoythe.de/>). Among other things the following products are sold: bags, cups, birdhouses in look of the city gate, key chains and bottle openers designed with the logo of the City of Iron.

Friesoythe – the city

The second aspect of Friesoythe is the city in general. This view includes everything that the city offers for visitors, citizens and companies. Adapting it to the target group (adolescents and young adults, compare chapter 3.1.1 *Current customers*) the following aspects are the most important ones.

The homepage of the city of Friesoyther offers different information about the offers in the city as for example information about education which will be given in more detail in the following (www.friesoythe.de). The city of Friesoythe offers many possibilities in the area of education. Three day-care centers and one day-care center for children with linguistic difficulties are offered. Furthermore in Friesoythe there are two primary schools, one secondary modern school (Hauptschule) and one junior high school. Two secondary schools, one special school and one vocational school are offered for the pupils.

In Friesoythe there are two churches, one for the Catholic one for the Evangelic beliefs.

For social issues a social, drug and alcoholic advisory service is located in Friesoythe. The Caritas offers advisory service as well for different aspects as debt counseling, help for habitation, advisory for parents, female soloes and early recognitions.

In the area of provision of services the city of Friesoythe offers 83 institutions such as lawyers, architects, tax accountants, the club "Extra", driving schools, travel agencies, property service, cosmetics and four banks.

Furthermore in Friesoythe four different hotels and accommodations can be found for overnight stays. The industry and manufacturing trade counts 3 companies, for example the world wide acting enterprise "LEONI".

In the area of health 56 institutions are located in Friesoythe. This includes doctors, the hospital, nursing home for elderly, three gyms, the German Red Cross, vets, dentists and physiotherapy.

In the range of handcraft 36 institutions in Friesoythe can be found. These institutions contain companies such as car dealerships, jewelries, flagging, hairdressers, market gardening, heating contractors, painters and decorators, metal structure and road buildings.

The gastronomy contains 17 institutions as for example the already mentioned club, different snack bars, two ice cream parlors, restaurants and bars.

For free-time activities two video rental shops, one swimming pool and three bars are located in Friesoythe. For the target group these offered free-time activities will not satisfy their requirements because of the low amount of them and the lower variety.

In the area of sports the city of Friesoythe offers two gyms for different sports. Sports like soccer, handball, aerobic, badminton, tennis, taekwondo, archery for people of every age are offered. There are three bigger sport clubs in Friesoythe, for soccer the "SV Hansa e.V" (www.hansafriesoythe.de), for handball the "HSG Friesoythe" (<http://www.hsg-friesoythe.de>) and for sports rehab "Rehasportverein Friesoythe e.V" (<http://www.reha-friesoythe.de>).

A youth center is located in Friesoythe as well and is called "Jugendzentrum Wasserturm". Information about this is available on the website of the youth center (<http://www.jugendzentrum-friesoythe.de>). A 10m x 10m big facility offers room place for meetings, events and games.

For the following thesis the second aspect, "Friesoythe – the city" is most important. The topic of this thesis is to improve the attractiveness of the city of Friesoythe for adolescents and young adults. The second aspect fits more to this kind of view than to the city as the government with the offered services of the city hall. In the following the first aspect will be described as well due to the fact that the municipality can increase the attractiveness of the city of Friesoythe for the target group as well.

2.1.2 HISTORY OF FRIESOYTHE

In the second half of the 12th century the counts of Tecklenburg built up goods and rights in the area of the today's county Cloppenburg. This included a main station in Oythe. In the 13th century the Tecklenburger established a castle and a marketplace at the river "Soeste" in Oythe.

The first official and documentary proof for the city of Friesoythe has been an exposed cover letter for traders from Osnabrück for the visit of the market in "oppido Oytha".

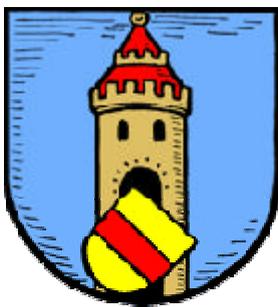
The time of Tecklenburg in Friesoythe closed with the ending of the 14th century. At this time they lost warlike arguments with the bishops from Münster and Osnabrück. During these fights the castle in Friesoythe has been damaged. Today the new city hall stands there.

The command of Münster lasted until 1803. In 1945 the last big city gate on the street "Langen Straße" was blasted by the occupying power.

In 1337 the first fair featuring shooting matches by the "Schützengilde" took place. During the 16th and 17th century especially smithery contributed to the wealth and dealt nationally. For the first time the guild of smithy appeared with the written fixed statutes.

In 1804 the time of Oldenburg started. With the end of the Second World War the city was damaged badly. 231 of 381 houses were mostly destroyed. As a reminder, a statue of the dead town chronicler was built that shows at the city lying in ruins.

Until the end of the Second World War the following emblem has been used.



At the 1st of March 1974 the city was built up again and combined the communities "Altenoythe", "Markhausen" und "Neuscharrel", as well as the community of Hümmling "Gehlenberg" and "Neuvrees".

Johann Wimberg came into office as the first full-time mayor on 23.04.1998 and has held office until today providing longtime experience for the customers of Friesoythe.

2.1.3 ORGANIZATIONAL STRUCTURE AND CULTURE

The chapter organizational structure and culture provides information about the corporate culture of the city of Friesoythe, its leadership style, the used organigram and the local executive body of each corresponding area of Friesoythe.

CORPORATE CULTURE

There are many different definitions of the term corporate culture. The following is a definition of a dictionary:

The beliefs and behaviors that determine how the company's employees and management interact and handle outside business transactions. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, treatment of clients, client satisfaction and every other aspect of operations (Investopedia, 2013).

The corporate culture of the city of Friesoythe is comparable with the traditional culture of a company. Main parts in this culture are the clearly defined roles and relationships between the workers. Furthermore there is a clear chain of command; the orders are given from the top. The working clothes determine the position, the higher the position of the employee the better dressed the person will be; the mayor is wearing suits every day. A higher status is shown by better workplaces, for example a separate office. In the corporate culture of Friesoythe social aspects are important as well. Teamwork, daily breakfasts, habitable rooms and annual excursions are part of its culture, too (Ray, 2013).

LEADERSHIP STYLE

The democratic/participative leadership style fits to the city of Friesoythe and can be adapted to it. The democratic leader (the mayor) includes the staff in the decision-making process but the mayor has the power for the last decision. The directors beneath the mayor are using the same style. The employees are more satisfied with their job because of a higher involvement in tasks and decisions. Higher motivation and a development of the people's skills are results of the democratic/participative leadership style (Mind Tools, 2013).

The staff has the chance and opportunity to interact in the final decision and express their opinions. This is important especially for the target group if younger employees could tell similar wishes or suggestions to improve the attractiveness of the city of Friesoythe.

ORGANIGRAM

The organigram shows the structure of the employees and their working fields. Furthermore it gives an overview on the structure of the information flow. The highest field is the mayor who delegates tasks and provides information to his staff. The other departments of the city of Friesoythe receive it and transport it further to the specific staff member. This organigram shows short and fast communication ways and is called a line organization. Information is provided from the top to the bottom (Rama Rao, 2012). The organigram of the city of Friesoyhte can be found in the appendix 5: *Organigram of the city of Friesoythe*.

LOCAL EXECUTIVE BODY

Every corresponding area of Friesoythe has a local executive body. They are responsible for the concerns of the area and should emphasize them to the institution of the city of Friesoythe. The local executive bodies should assume helping function for the municipality. An overview about the local executive bodies in Friesoythe can be found on their homepage (www.friesoythe.de).

The activities of the local executive bodies are certification of signatures and duplications, exposition of certificates for living, acceptance of proposal for the municipality, acceptance of lost property, individual cases or groups of matters which are transferred from the mayor and the representative agency of the area.

With the help of a local executive body the target group can generate and clarify their wishes. The intensity and strength of their suggestions will be enforced because of the status of the local executive body in the government of the city of Friesoythe.

2.1.4 CURRENT STRATEGY

The current strategy of the city of Friesoythe lies in product orientation. This includes the completion of the tasks and the allocation of the service for the customers of the city. The offered services in the city hall can be found in appendix 6: *Services of the city hall*.

The city of Friesoythe undertakes big efforts to fulfill these duties customer-oriented. This is why they follow the “product leadership strategy” of Treacy and Wiersema. The city of Friesoythe recognizes that its current success and future prospects are lying in its employees. The differentiation lies in the customer service and the city follows the Customer Intimacy of Treacy and Wiersema in second instance, because of the involvement of the employees to fulfill the services for their customers in the best way possible (D. Vorlauf, personal communication, 16 May 2013).

Due to the fact that the current strategy is also aligned with customer intimacy the wishes, needs and requirements of the target group will be taken seriously as well. To fulfill their strategy the government of Friesoythe is concerned about the wants of the customers which includes the target group.

2.1.5 CURRENT OBJECTIVES

Within the next five years the city of Friesoythe wants to expand its position as a medium-sized town in the north of the county Cloppenburg. This expansion means more offers for the citizens of Friesoythe. This includes the creation of an attractive city center. Further aspects are free-time and sport activities. Therefore the new building of the swimming pools is already planned which will cost about 7,5 million Euros.

2.1.6 MISSION

The city of Friesoythe communicates and publishes its older slogan “Young city with heart” and arranges more quality of life in the city for all age groups (D. Vorlauf, personal communication, 16 May 2013).

2.1.7 VISION

The city of Friesoythe wants to emphasize itself further as a medium-sized town in the north of the “Oldenburger Münsterland”. This includes the deeper definition of its profile “City of Iron”. The City of Iron is the unique feature of the city of Friesoythe and defines the city. This profile has to be communicated to the citizens of Friesoythe, as well as for its visitors, companies and cities in the closer surrounding of about 30 km away from Friesoythe.

2.2 MARKETING

Content of this chapter “Marketing” firstly is of all the definition and explanation of the term “City Marketing”. Furthermore the marketing-mix of the city of Friesoythe will be described in order to get a deepened view into the marketing activities of Friesoythe.

2.2.1 CITY MARKETING

The marketing activities of a city vary from the marketing activities of a company. Already in the 70s the first approach about city marketing in the United States of America and in Great Britain can be found. The turn from the traditional city development to a rather “corporate city” has been carried out at this time (Block & Icks).

2.2.2 DEFINITION CITY MARKETING

Nowadays the term city marketing is defined in more detail. The term city marketing is a general orientation for any number of marketing activities of a city. This includes place-marketing, tourism-marketing, event marketing, marketing in town and administration marketing. The city marketing tries to combine and integrate all of these parts to reach a positive and attractive city marketing for all involved hereto (Block & Icks).

2.2.3 MARKETING-MIX CITY OF FRIESOYTHE

To gain a detailed insight into the marketing activities of the city of Friesoythe the marketing mix of Friesoythe will be described in the following. Information about the products and the specific promotion activities of Friesoythe will be given. Furthermore the price and the place of the marketing activities will be described. The city of Friesoythe wants to reach all target groups with their marketing activities. For example a specific meeting for older people was arranged at the “festival of iron” in 2012. For the younger citizens a band contest has been organized to satisfy this group as well.

2.2.3.1 PRODUCT

Due to the fact that in this case the city of Friesoythe with its offerings for the target group is important the services offered in city hall will not be deepened.

The city of Friesoythe is responsible for planning and organizing of future rebuilding's, in order to improve the attractiveness for the citizens and visitors as well as for the located and future companies. Furthermore planning and organizing of the infrastructure is part of its working fields as well. Attracting new companies and self-employed people in area of the gastronomy contains to it, too.

The city of Friesoythe planned for example the new swimming pool which will be built in summer 2013 until 2014. They searched for different offers and chose the most efficient one.

The city of Friesoythe organizes different events for the citizens and visitors of the city which are attractive for the target group as well.

These events are the "Friesoyther Maitage" (Days in May in Friesoythe), the "Friesoythe Eisenfest" (event of Iron in Friesoythe) and the "Eisenstadtralley" (a rally in the city of Iron), which take place once a year. During these events concert contests are organized to attract the youth.

Furthermore they organize different events in the "Forum am Hansaplatz" (Forum at the Hansaplatz) and various concerts in the city park of Friesoythe. The "Forum am Hansaplatz" offers a room for almost 500 people for with a bookable catering. Further information can be found at the homepage of the "Forum am Hansaplatz" (<http://www.forum-am-hansaplatz.de>).

Especially for the adolescents and young adults concerts and public viewing for the World Cup Matches and the European Championship in soccer has been organized in the "Forum am Hansaplatz".

As already mentioned in chapter 2.1.1 *City of Friesoythe* many different companies and stores are located in the city of Friesoythe. The fact is that a lot of stores cannot be satisfying for the target group if the quality is not acceptable. There are 17 gastronomy stores in Friesoythe. It seems to be a great variety of restaurants. Within these 17 stores three restaurants were listed. The rest are snack bars, bakeries or the club in Friesoythe. The variety is not as good as it looks like at the first view. Furthermore the bars in Friesoythe are not satisfying for the target group as well.

The grocery stores in Friesoythe are offering different markets for every budget. The grocery stores "Aldi" (two times in Friesoythe) and "Lidl" are for the lower budget and "Famila" and "Edeka" for the higher budget. Two different drugstores complete the arrangement of grocery stores.

Shopping possibilities are given but developable. At the moment three discounters and three higher segmented stores are located in Friesoythe. It is missing the middle segment for the target group as you can find in the chapter 3.1.1 *Results of the market research*.

There is a variety of sports offered in Friesoythe containing three sports clubs for tennis, soccer and handball.

In total the market of Friesoythe offers different possibilities for buying groceries. Spending free-time it is more difficult to find the right place because of the lower amount of bars and café's. Shopping possibilities are given but improvable.

2.2.3.2 PRICE

The citizens don't have to pay directly for the working fields and rebuildings of the city. Indirectly the citizens pay taxes which will be used to realize undertakings for every aspect mentioned above in the P of Product. Financing of a municipality will be guaranteed through the tax revenue and support of the German Government. The picture of the profit and loss budget of the city of Friesoythe can be seen in appendix 7. The customers have to pay for events, as the days in May or a concert. These prices diverge from each respective performer.

2.2.3.3 PLACE

The place of the mentioned activities, for example the events and located restaurants are within the city of Friesoythe. Searching for the best possible location of each restaurant, bar, store and other institutions is essential and very important. A friendly and easy reachable destination will be visited more often and will lead to more success for the owner and the city of Friesoythe.

There is no possibility to reserve and buy the tickets for events online. They have to be picked up at the office from the marketing department in the city hall in Friesoythe.

2.2.3.4 PROMOTION

The city of Friesoythe is active in advertising in different ways in order to communicate with the target group. The city marketing uses varied instruments, for example flyers, posters, websites and social media. In the following these instruments will be described.

SOCIAL MEDIA

At this moment the city of Friesoyhte has a Twitter account. With this account 46 posts were published until today and it has 57 followers. Followers are people who follow the entries and comments of a specific Twitter account. From this amount about the half are private persons. In comparison to the number of inhabitants of about 21,000 the amount of followers is very low.

The city of Friesoythe has no account or fanpage on Facebook at this moment.

HOMEPAGE

On the homepage of the city of Friesoythe (www.friesoythe.de) different information is published in German. Information is provided for topics as "Our city", "Administration + Politics", "Economy + Living", "Education + Culture" and "Touristic + Free-time". A well-arranged design ensures fast orientation. Furthermore a contact form is given on the homepage in order to contact the city of Friesoythe to ask questions, to file a complaint or to ask for help. The customers can order offers from the city shop via homepage as well (<http://stadtshop.stadt-friesoythe.de/>).

GIVEAWAYS

The city of Friesoythe has different giveaways for the citizens and visitors of the city. All these giveaways were produced with the same corporate design to the topic “City of Iron”.

The assortment consists of stickers, quick matches, pins, umbrellas, bags, sweets and pens, bottle openers, post cards, key chains, magnet-signs and shopping-chips for example.

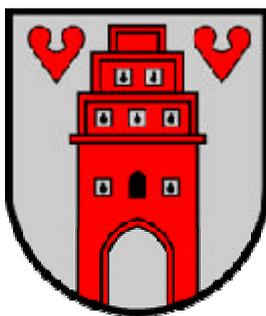
CORPORATE CITY

Since 2010 the new profile of the “City of Iron” is published and communicated. This is a marketing profile aimed mainly at the visitors of the city of Friesoythe. Information about the “City of Iron” is available on the homepage of Friesoythe (www.friesoythe.de). Marked characteristics of the corporate design are the making of the city sign and the used color in bright yellow. This color should attract attention of the citizens, visitors and (potential) companies of the city of Friesoythe. The City of Iron is very present and presents a consistent cityscape due to the strong established historically background of the City of Iron. Information about the historical background of the city of Friesoyhte can be found in chapter 1.1.2.



LOGO

The logo of the city of Friesoythe is the emblem which shows the old city gate with a red three-step stair in a silver sign.



SPONSORING

Sponsoring for a municipality is not allowed in Germany. But it is possible to support mostly social areas via endowments.

EXHIBITIONS

The city of Friesoythe and their employees are visiting and participating in different exhibitions. They are visiting the exhibition “BOE – Best of Events” in Dortmund in the area of marketing. The city of Friesoythe participates in the following exhibitions: “Tourismusmesse – ITB Berlin”, “Camping and free time” in Essen, “Nordschau C-Port” in 2010 and 2013, “Gewerbeschau Friesoythe” and the “Landgartenschau Bad Zwischenahn” in 2004.

With visiting these exhibitions the government of Friesoythe will learn about new marketing tools in order to achieve their goals and to enhance the attractiveness of the city of Friesoythe for the target group.

2.3 FINANCIAL ANALYSIS

The Financial Analysis defines the positive or negative financial situation of a company. The financial situation can be clarified through the calculation of different financial ratios. These could be in the area of liquidity or profit ratio.

In the case of the city of Friesoythe no Financial Analysis can be given.

In 2005 the new municipal accounting (NKR) has been introduced with new instructions and the change of economic and legal instructions of communities (GemHausRNeuOG) and of the regulation of the community-budget and the cash (GemHKVO). This includes the rearrangement of the fiscal accounting to the business oriented accounting of the double entry bookkeeping of communities since 2006.

Therefore a new project management of the city of Friesoythe has made an inventory for creating an opening balance sheet. Due to the changed lawful guidelines numerous decisions have to be made, which concerned the structure of the balance sheet and the total assets.

Accordingly only an opening balance sheet of 2010 can be published which is insufficient for a more precise calculation and a statement about the financial situation.

2.4 STRENGTHS AND WEAKNESSES

Strengths

- ✓ Good variety of education possibilities
- ✓ Profile of City of Iron has a historically background. The profile is not invented, but has a fundamental background where all marketing activities can rely on.
- ✓ There are local executive bodies for every area of Friesoythe. The citizens have a contact person when problems or issues occur.
- ✓ The city government works customer-oriented. The needs of the target group are important for them.
- ✓ The city government has the power to attract new owners to the city of Friesoythe in order to improve the attractiveness of the city.
- ✓ The city offers events for the target group.
- ✓ Standardized corporate design of the city of Friesoythe. This gives a homogenous view of the city to all customers of the city.

Weaknesses

- ✘ Not enough free-time possibilities for the target group which lead to a decrease of the attractiveness of the city for the adolescents and young adults.
- ✘ No specific financial statement. That means less information about current financial topics.
- ✘ The government of the city cannot influence which owner will locate in the city and is not responsible for its success in order to increase the attractiveness of the city of Friesoythe.
- ✘ Limited use of social media.
- ✘ The homepage is only available in German. Many citizens of the target group have a foreign nationality and problems can occur through different used languages.

3 EXTERNAL ANALYSIS

The External Analysis examines opportunities and threats that exist in the environment of the city of Friesoythe. Opportunities and threats are present independently of the city of Friesoythe. Opportunities refer to positive situations in the environment which could give rewards for the company if it acted upon accurately. The threats refer to barriers, which could preclude the city of Friesoythe from reaching its objectives.

3.1 CUSTOMER ANALYSIS

3.1.1 CURRENT CUSTOMERS

The customers of a city are not the classic customers of a producing company. For the city of Friesoythe the customers are the citizens, as well as the visitors and the located and potential companies in the city.

This large group of customers complicates the satisfaction of all citizens, because of the fact that every person wants to have different needs to be satisfied. These different needs could occur through the age difference, different fields of interest or social differences.

The visitors of Friesoythe require a nice place to stay for one or more days, during the holiday or just for visiting friends. They expect to get to know the city for example about the historical background and typical buildings in this city. They require free-time possibilities for example hiking trails or a zoo. The visitors are expecting environmental quality which includes clean water, rural areas and no garbage in their resort (Visit, 2002).

The (potential) companies located in Friesoythe are expecting from the city special locational factors which influence the success of the company. These locational factors depend on the type of company. The property should be a good cost-benefit equation and the transport connection should be given. Different conditions should be considered as the environment, safety, technological and the public opinion. Furthermore the sales factor is important. This includes the purchasing power in the city and the competition. Other essential factors are the wage level, qualification level of the employees, image of the location, the recreational level and possibilities for further education (Hofmeister, 2008).

The job situation and the personal link to the city are very important for the citizens in Friesoythe. Different aspects as the transport connection, free-time possibilities and the crime rate are essential for the citizens as well (Ebertz, 2008).

TARGET GROUP

The target group of this research contains all adolescents and young adults within the age of 13 and 27, as well male as female. At the reference date of the 15th of April 2013 4,395 people are living in Friesoythe within this target group. A specific list with the amount of people of the target group living in Friesoythe and with a cultural background can be found in appendix 8.

The place of living of this target group is in Friesoythe and the corresponding areas (Ahrensdorf, Altenoythe, Augustendorf, Barkentange, Edewechterdamm, Ellerbrock, Gehlenberg, Heetberg, Hohefeld, Ikenbrügge, Kampe, Kamperfehn, Markhausen, Mehrenkamp, Mittelsten Thüle, Neumarkhausen, Neuscharrel, Neuvrees, Pehmertange, Schlingshöhe, Schwaneburg, Schwaneburgermoor, Vordersten Thüle)

The employment of this target group varies between employee, workless, student, pupil, trainee and self-employed. The workplace and the place of the school could lie outside of Friesoythe (and the corresponding areas).

The cultural background and the ancestry of the target group are important for the analysis of this thesis. From the 4.395 citizens within the target group 246 (5,6%) people are living in Friesoythe with a different cultural background. People with another cultural background won't always adapt themselves to the new culture and have different needs. They often talk in their mother language and have difficulties to use the German language (Hawley, 2004).

The target group spends a lot of time in the internet and communicates frequently via social media. Daily and continuous they are using the mobile internet with their smart phones. Information about companies, cities, brands and everything else will be taken and spread via the internet (Bond, 2012).

The target group knows about the activities in Friesoythe basically, for example the Forum am Hansaplatz and the new profile of the "City of Iron". In addition the target group wants to have more specific and detailed information for example about the historically background of the City of Iron. They desire more communication via internet and more involvement in the development and decisions of the city. It is important for the target group to act active and not observe from the background. They want to be a part of the community and that their opinion is going to be accepted and taken serious from the mayor and the parties. They want to have more transparency from the government of Friesoythe in order to have more information about future reconstructions or activities concerning the city. The target group likes to spend their free time in bars or cafés and have contact with other people. The education and their family are very important as well. The target group wants to have a safe surrounding and a harmonic family life. These facts are results of the desk and field research.

Due to these characteristics a closer consideration to GEN Y is part of this thesis. The term GEN Y describes a group of people between the age of 13 and 25, female as well as male. They are characterized by the frequently use of the mobile internet and social media. Constant communication and care of their friendship via this tool are incisive for them. Further information about GEN Y is available in appendix 9: *Association to GEN Y*.

This project is contains the analysis of the satisfaction of the adolescents and the young adults of the city of Friesoythe and the consideration of new strategies to improve their satisfaction.

Because of the fact that in this thesis the adolescents and young adults are central an analysis follows about this target group.

RESULTS OF THE MARKET RESEARCH

The following results of the market research can be found in more detail in appendix 2: *Outcome research target group Friesoythe.*

Out of the 811 participants 29% between the age of 13 and 15, 52% between the age of 16 and 21 and 20% between the age of 22 and 27 attended the survey. 56% are female and 44% are male.

Noticeable is the huge amount of pupils of 70%. Furthermore 3% indicate that they are trainees and 3% are students. Abstentions from voting are 6%.

90% have a German background and 6% a Russian background. Statements to a Turkish, polish or other backgrounds were mentioned rarely.

Forum am Hansaplatz

The "Forum at the Hansaplatz" is known by the most of the citizens whereof 80% already visited it. The most visited events are Public Viewing 29% and theaters and concerts 21%. 14% declared that they never visited the "Forum at the Hansaplatz".

51% get their information about events via friends and family. The second largest source of information is the newspaper, where of 36% get their information. 28% get their information via other ways and 19% via the internet. 73% are thinking these sources of information are sufficient.

City of Iron

The City of Iron is known by the most of the respondents, whereof 51% declared that they know the historically background of the City of Iron. 45% find out about the City of Iron via the newspaper, 42% via posters, 34% via friends and family, 25% via other sources and 10% via internet.

59% indicated that they have visited the Event of Iron in 2012. From the 40% who didn't visit the Event of Iron mentioned 10% that they are not interested and 11% that they had no time.

50% said that they are going to visit the Event of Iron this year 2013. From the 8% who don't want to visit this event again, 3% said that didn't like this event and were bored.

City of Friesoythe

Most of the citizens are satisfied with the new traffic situation at the Famila Center. From the 13% who are not satisfied mentioned 2% that the pedestrian light caused traffic jam.

80% of the asked people said that they are getting enough information from the city. 18% want to get more information about different topics concerning the city as news and information about events.

29% said that their opinion is a important part in the development of the city. 64% denied this statement.

Evaluation of specific activities in Friesoythe

The swimming pool in Friesoythe is evaluated rather negative by 57%. 26% said that the swimming pool is "O.K."

The club "Extra Music Park" has been evaluated rather positive with 32% and with "O.K." by 25%.

The bars in Friesoythe have been evaluated rather negative with 36% and with 25% "O.K."

The restaurants in Friesoythe have been evaluated rather positive with 42%.

34% evaluated the youth center rather negative.

The "Forum at Hansaplatz" has been evaluated rather positive with 40%.

The Event of Iron has been evaluated with 27% rather negative, with 26% "O.K." and with 27% rather positive.

The "Schützenfest" has been evaluated positive with 64%.

A further positive evaluation gets the "Days in May" with 46%.

The activities within the corresponding areas had been evaluated rather negative with 29% and with 28% "O.K."

The offers for children had been evaluated rather negative with 39%. A further negative evaluation gets the communication with the city by 34%. The presence in the internet has been evaluated with "O.K" by 30% respondents.

Suggestions for improvement

During the market research a lot of suggestions for improvement (98) were mentioned. In total 20% desire a changing of the swimming pool, which includes more activities, more pools on the outside and a better hygiene.

12% want to have more bars and cafes for their free time. 7% want more activities for the youth and 10% want more activities for children (playgrounds).

7% want an improvement for the youth center which includes more information about it as well. A changing of the club "Extra Music Park" is wanted by 5% which includes the observation of the law for the protection of the youth and less aggressive doormen.

4% want to have a bigger variety of restaurants in Friesoythe which includes more German food.

2% have said that they want a better communication with the city. More transparency, having a voice and the strengthening of social media are the main points.

2% want a more wise kind of spending money, which includes spending more money on public buildings (schools), instead of spending money on huge reconstructions.

Internet presence

69% are satisfied with the internet presence of the city. From the 20% who denied this statement, 3% said that they couldn't find enough information. 2% mentioned that the city should attract more attention to their internet presence. In each case 2% declared that the homepage is unclear and the internet presence is to less in general.

The Twitter Account of the city of Friesoythe is known by 5%. 95% have said that they don't know about the account of the city.

2% are following the comments of the city at Twitter. Of the 3% who don't follow their comments, mentioned 1% that they don't use Twitter. 1% have said that they are not interested in the comments of the city and 1% have said that the comments of the city are not interesting and boring.

In total has the target group (13-27 year old) the knowledge about the "Forum at the Hansaplatz" and about the City of Iron. The target group likes the "Forum am Hansaplatz" because of the high amount of visits from them. The historically background of the City of Iron could be more. The target group wants to be more involved in the activities of the city of Friesoythe because they feel that their opinion is not important for the government. Finally the 13-27 year old citizens of Friesoythe want to have a better communication with the city and more free-time activities and possibilities for their age.

3.2 MACRO-ENVIRONMENT ANALYSIS

3.2.1 POLITICAL FACTORS

Every company, as well as every county and every community has to consider the political situation. In this chapter the political situation of the city of Friesoythe will be discussed. This factor is important especially for the adolescents and young adults. They choose and vote their favorite party for their future.

POLITICAL SITUATION FRIESOYTHE

FACTION

The definition of a dictionary said that a Faction is “a self-seeking group (generally within a government) that is the dissenting minority within a larger group; this clique of partisans holds slightly different beliefs and interests than the rest of the group” (V2, 2013).

The member of parliament of the city of Friesoythe is representing four different factions in total.

The SPD – Social Democratic Party Germany, the CDU – Christian Democratic Union, Alliance 90 – The Green and the JSFKS – Committee – for youth, sports, free time, culture and social aspects.

Every of these factions consist of a chairman and of an assistant chairman, as well as of different functions, for example the secretary, the cashier or the owner.

BODIES

The website Your Dictionary defines the term bodies as follows: “The people who are subjected to or owe allegiance to a single organized political government authority, such as a state or country” (Your Dictionary, 2013).

Within the system of the board in Friesoythe are seven different bodies, the Tourism- and Economic Promotion Committee, the Youth-, Sports-, Culture-, Free time- and Social Committee, the Planning- and Environment Committee, the City Council, the School Committee, the Street-, Path- and Sewage Committee and the Administration Committee. This information can be found on the homepage of the city of Friesoythe (www.friesoythe.de)

ELECTIONS

The most current election has been the Lower Saxony Parliament at the 20th of January 2013. Ambition of this election is to choose the parliaments of the Federal States by the votes of the nation. One legislative period lies between four and five years, depending on each Federal State (CECU, 2013).

The winner of this election in Lower Saxony in Friesoythe has been the CDU with 58,39% of the first votes and 54,20% of the second votes. The party SPD has been the second biggest power with 28,53% of the first voices and 23,68% of the second voices.

Altogether 15.687 citizens of Friesoythe (and the corresponding areas) were entitled to vote. From these persons 7.742 (49,35%) participated in this election (City Friesoythe, 2013).

A change of the current factions and bodies will lead to different interests which can be pushed through the political forces. If these interests don't fit to the wishes and requirements of the target group anymore the attractiveness of the city of Friesoythe could decline and the status of the city would degrade in the eyes of the target group.

If a candidate from a different party is the head of Germany new laws and terms of reference can be established and this would end at the government of the city of Friesoythe. The city has to adapt them and for example higher taxes could be submitted for the target group. This could lead to a decrease of the attractiveness of Friesoythe for the target group as well.

3.2.2 ECONOMIC FACTORS

The economic factors will determine how attractive the city of Friesoythe is. Especially the job market is essential for the adolescents and young adults to build up their life in this city. To analyze the economic factors of Friesoythe the following issues will be discussed:

- 1) Current economic situation in Friesoythe and the trends
- 2) Current job market in Friesoythe and the trends

1) Current economic situation in Friesoythe and the trends

The economic situation in the city of Friesoythe improved during the last years. Friesoythe forms good preconditions for a further development of the economy through an effective infrastructure and the justly available industrial real estate (Wimberg, 2013).

The city of Friesoythe possesses an attractive offer within the area of trade and handcraft, producing industry and the provision of service. Recreation centers as for example the "Thülsfelder Talsperre" a large water dam, wide forest areas and native landscapes, are offering an enormous comfortable quality. This information is available on the homepage of the city of Friesoythe (www.friesoythe.de).

The transport connections are excellent. The interface of the two highways number 401 and number 72 connects further possibilities as the highways number 1 or number 31. They are accessible simply and within a short time. The Weser-Ems-Bus offers for the citizens and visitors of Friesoythe different bus connections.

Regular times of travel provide the rides to different destinations in Lower Saxony (Oldenburg, Osnabrück, Emden, Wilhelmshaven) and outside of Lower Saxony (Bremen) (Deutsche Bahn, 2013).

The intercommunal industrial park “C-Port” provides a harbor in collaboration with the communities “Barßel”, “Bösel”, “Saterland” and the county Cloppenburg. At a district of approximately 280 hectare the industrial park evolved. The developed connection of the coastal canal with the inland waterways has reduced the rising transport- and property costs. Due to increasing export shares this industrial park plays an important role in the positive economic process. Further information is available on the homepage of the C-Port (<http://www.c-port-kuestekanal.de>).

Large and significant companies are located in Friesoythe and are amongst others responsible for the positive development of the city. The global acting corporation “Leoni Special Cables GmbH is producing copper- and communication cables since the seventies at the headquarters in Friesoythe (www.leoni.com). With more than 60.745 employees worldwide and a group turnover of 3,7 million Euro in 2011 this company is an essential economic factor of the city of Friesoythe.

Furthermore the new Famila Center with several shopping facilities has been built in the city center in the end of 2012. In addition the current reconstructions at the old Famila building are offering further possibilities for stores which will be established in May and June 2013. Due to the steady extension of the city of Friesoythe in the field of the retail industry the city gets further economic processing.

2) Current job market in Friesoythe and the trends

At the moment the current jobless rate is 7,0% of April 2013. In total 1.902 citizens of Friesoythe are workless. In comparison to the previous year more people were workless; +15 (0,8%).

In comparison to the previous month (March 2013) the jobless rate improved around minus 98 people (-4,9%).

A further positive progress is possible through rising temperatures and the thereby coming seasonal work (Bundesagentur für Arbeit, 2013).

3.2.3 SOCIAL FACTORS

The social factors of the surroundings contain the demographic situation, the cultural values and lifestyle of a country. The social factors are important for the target group in order to live in a harmonic neighborhood with their families and friends as they expect to do. This information can be seen in chapter 3.1.1 *Current customers*. In the following these aspects will be analyzed for the city of Friesoythe.

DEMOGRAPHIC SITUATION

The following information is available on the homepage of the city of Friesoythe (www.friesoythe.de)

In the city of Friesoythe and the corresponding areas live 21.138 people (status of 31st of December 2012. 10.497 of these people are female, 10.641 are male.

The development of the population figure increased steadily from 1974 until 2012. This figure is available in appendix 10: *Development of the population*.

Within the particular provincial towns is the number of inhabitants in Altenoythe 5.591 citizens, in Friesoythe 9.820 citizens, in Gehlenberg 1.600 citizens, in Markhausen 2.216 citizens, in Neuscharrel 962 citizens and in Neuvrees 949 citizens.

Consequently has Friesoythe as a provincial town the highest number of inhabitants. In total 949 foreigners are living in Friesoythe.

CULTURAL VALUES AND LIFESTYLE

The German society applies as modern, plural and open. The most citizens have a solid education and enjoy a higher living standard. Besides they possess enough free time for their individual arrangement of their life. The German society is going to be more ethno cultural and tries to admit migrants into their society (Tatsachen über Deutschland, 2013).

Several of the most important values of the German culture are listed in the following:

- 1) **Education:** Individual success is one of the most important targets in the German society, including the professional success. The key factor for realization is the education (Terwey, 2011).
- 2) **Family:** The family has a significant importance for people in Germany. This not only counts for older people, but rather for the younger generation. For 72% of the 12-25 year old is family one of the most important parts in their lives (Tatsachen über Deutschland, 2013).
- 3) **Behavior:** The correct behavior is part of the supreme place. Honesty, fairness and equity are most important. Furthermore faithfulness, responsibility and duteness are meaningful as well for the German people (Stern, 2013).
- 4) **Punctuality:** Especially in the professional area punctuality is an extremely important factor. The German describes them as dependable. For 85% of the German citizens appointments have to be taken serious and they expect from others to handle it the same way (Zudeick, 2012).

This analysis addresses the collective German population and is not targeted at the population of Friesoythe. But the citizens of Friesoythe are part of the German population. Therefore the named values can be adapted to the citizens of Friesoythe.

3.2.4 ENVIRONMENTAL FACTORS

Every aspect of the extensive environment is part of the environmental factors. The changing climate due to the climate change, the steadily growing awareness for the environment protection and the avoiding of the environmental pollution through lower output of carbon dioxide are the most important factors.

Due to the fact that Friesoythe is a city community and not a producing industry, the carbon dioxide emission through the production or the thereby occurred waste, is extremely low. The only measurable output of Friesoythe is related to the two company cars and several transport and special cars.

Within the city hall of Friesoythe the employees look after the water- and energy use to hold it in adequate limits without reducing or disturb the efficiency of the employees. Automatically detection of the light through presence detectors is a mentionable example for the active environment protection of the city of Friesoythe.

The Federal Environmental Agency composes an environmental code to foster the environment protection. This code is busy with different aspects for example the waste

industry of energy, the prevention of air pollution, the protection of capabilities or the prevention of water pollution (Umweltbundesamt, 2012).

The city of Friesoythe possess a total area of 247,15 km², whereof 86 km² counts to Friesoythe itself. Altenoythe has an area of 63 km², Markhausen an area of 41 km², Neuvrees and Gehlenberg each with 21 km² and Neuscharrel an area of 15 km². This information is available on the homepage of the city of Friesoythe (www.friesoythe.de)

3.2.5 LEGAL FACTORS

The legal factors are part of every company, independent of the type of company or of the products. Legal factors could influence several areas of a company for example the costs at the introducing of new systems.

In this case for a community the Municipal Basic Law of Lower Saxony is adaptable for Friesoythe. This law has been put into effect with the municipal legislative period from the 01st of November in 2012.

With this law the instructions of the Lower Saxony Local Code, the Lower Saxony County Code, the law about the area of Hannover, the law about the reorganization of the County and the city Göttingen and the order about the public announcement of legal provisions from municipal corporate bodies were combined and adapted to changing requirements. This and the following information can be found on the website of the Niedersächsisches MInisterium (<http://www.mi.niedersachsen.de>).

Communities are public-legal bodies and corporate bodies under public law. The administration of the communities is autonomously. The citizens of a community arrange their issues themselves. This is the thought of the baron "von Stein" who said: "Confidence cultivates the people, eternal paternalism inhibits the maturation."

3.2.6 TECHNOLOGICAL FACTORS

The technological factors contain aspects as the innovation at the market, new products and development and improvements in the technological sector of the market.

This statement is not adaptable for a community or a city. The city of Friesoythe is not producing any products and is not selling it on a market. The city of Friesoythe is offering a service for free at the city hall for the customers of the city.

The technological factors are in this case the information- and communication technology of the city of Friesoythe. Within this area a steadily up-to-date consideration is necessary to be informed about possible future trends and new publications in time. Communication ways could be improved in order to satisfy the clients of the city and the employees, as well. Using improved technological factors could increase the attractiveness of the city of Friesoythe for the target group through a higher standard and up-to-date technology.

3.3 COMPETITOR´S ANALYSIS

The competitor´s Analysis provides an overview about possible competitors of the city of Friesoythe. In the Federal State Lower Saxony several cities will be analyzed and compared to the city of Friesoythe. The chosen cities will be proved and analyzed to four different criteria, the purchasing power, the learning opportunities, the unemployment rate and the presence of the internet.

3.3.1 CHOICE AND IDENTIFICATION OF COMPETITORS

The competitors of the city of Friesoythe are restricted to other cities with a similar number of inhabitants. The city of Friesoythe has 21.138 citizens at this moment (status 31st of December 2013). This information is available on the website of the city of Friesoythe (www.friesoythe.de).

To gain a realistic comparison to the city of Friesoythe cities with a number of inhabitants between 20.000 and 22.000 are chosen.

The reason for this chosen area lies in the presence of the city with such an amount of citizens. The city of Friesoythe is called a medium-size town with their amount of citizens of around 21.200 (Haas & Neumair, 2013).

Within Lower Saxony there are eleven cities which fulfill this criterion, Friesoythe included. These cities are Seesen (20.034 citizens), Bückeberg (20.407), Burgwedel (20.456), Schortens (20.587), Bad Pyrmont (20.650), Wittmund (20.659), Friesoythe (21.138), Duderstadt (21.206), Soltau (21.672), Bad Harzburg (21.813) and Rotenburg (Wümme) (21.817) (Statistisches Bundesamt, 2012). These cities are analyzed and compared with each other to different criteria. These criteria are the purchasing power, the learning opportunities, the unemployment rate and the presence of the internet (social media).

Reason for this choice of criteria is the relation to the target group. They choose their place of living basically via these criteria. The learning opportunities and the unemployment rate are important for them as well as for their future family and children. They want to build up a safe and familiar life. The target group communicates mostly via social media. Membership and co-determination make them feel comfortable and important in a city.

The following chart shows clearly the results of the competitor's analysis.

City	Purchasing Power (in %)	Learning opportunities	Unemployment Rate (in %)	Presence of the internet (social media)
Seesen	99,4 (GMA, 2011)	+	7,7 % (Kiehne, 2012)	Facebook
Bückeberg	93,9 (Industrie- und Handelskammer [IHK], 2011)	+	12 % (Schröder, 2010)	Facebook
Burgwedel	125,4 (IHK, 2011)	+	4,8 % (Schröder, 2010)	Twitter
Schortens	96,9 (Oldenburgische IHK, 2009)	+	7,4 % (RegIS online, 2011)	Facebook
Bad Pyrmont	90,2 (IHK, 2011)	++	7,4 % (Bundesagentur für Arbeit, 2012)	Twitter
Wittmund	84,9 (MB-Research, 2011)	+	8,7% (Bundesagentur für Arbeit, 2013)	Twitter
Duderstadt	90,5 (IHK, 2011)	+++	4,8% (Rübbert, 2012)	/
Sołtau	97,1 (IHK Lüneburg, 2012)	+	7,5% (RegIS online, 2011)	/
Bad Harzburg	108,4 (Stadt Bad Harzburg, 2011)	+	10,5 % (Bundesagentur für Arbeit, 2012)	/
Rotenburg (Wümme)	94,9 (MB-Research, 2011)	+++	4,7 % (Bundesagentur für Arbeit, 2013)	Facebook
Friesoythe	90,3% (Appendix 11: Purchasing Power Friesoythe)	++	7,0 % (Bundesagentur für Arbeit, 2013)	Twitter
Niedersachsen	97,6 (MB-Research, 2012)	/	6,9 % (Bundesagentur für Arbeit, 2013)	
Deutschland	100 (MB-Research, 2012)	/	7,3% (Bundesagentur für Arbeit, 2013)	

3.3.2 PURCHASING POWER

DEFINITION

The following definition of the term purchasing power is stated in a dictionary which says that purchasing power is the „Capacity of an individual, group of individuals, or the aggregate of prospective buyers as determined primarily by current income and savings” (Merriam-Webster, 2013).

The purchasing power shows how much money the citizens of each particular city are spending. The higher this value is the higher is the monetary spent amount of the citizens. This leads to an improved economic situation of the city. More stores and companies could settle there as a reason to benefit from this high purchasing power.

RESULTS

The city Burgwedel has the highest purchasing power of 125,4% with this analysis. This can derive from a higher income per capita or from a lower price level.

Above the average of Lower Saxony (where the named cities are lying in), is the purchasing power of the cities Burgwedel, Seesen and Bar Harzbug.

The city with the lowest purchasing power is Wittmund with 84,9%. The cities Bad Pyrmot (90,2%), Friesoythe (90,3%) and Duderstadt (90,5%) have a lower purchasing power compared to the other cities in this competitive analysis.

3.3.3 LEARNING OPPORTUNITIES

For this criterion the learning opportunities as the play schools, daycare facilities for children, elementary schools and all further educated schools for every city are analyzed. The highest evaluation has been made with +++, the lowest with - - - .

RESULTS

The analysis shows that the city Duderstadt and Rotenburg have the highest evaluation.

The reason for that is that variety of different schools, play schools and daycare facilities for children.

Rotenburg has besides the all-day school, the junior high, the secondary modern school, the further educated school and the two secondary schools, an adult education center, a professional school for social care workers, a music school and an evening school as well.

Duderstadt has several types of schools and play schools as well. In total 10 play schools, 8 elementary schools, two secondary modern schools, two junior high schools and two secondary schools, one special school, one professional school for geriatric care, one school for health and nursing and one professional school for social pedagogy are in Duderstadt.

The learning opportunities of the other cities (including Friesoythe) of this analysis are positive as well. But it can't compete with the variety of the cities Rotenburg and Duderstadt. A further comparison to Lower Saxony and Germany is not necessary and impossible in this case. These values are not absolute or percental to gain a meaningful comparison.

Precise results of the criterion learning opportunities can be seen in appendix 12: *Results of competitor's analysis for learning opportunities*.

3.3.4 UNEMPLOYMENT RATE

The unemployment rate is one of the most important criteria and indicators to analyze the economic situation of a community, city, Federal State or country. This statement isn't limited to the population of a city but include the local and potential companies as well.

RESULTS

The two cities with the highest unemployment rate are Bad Harzburg (10,5%) and Bückeberg (12%). The city Wittmund has a higher unemployment rate as well with 8,7%. The average of Lower Saxony is 6,9% and the unemployment rate within Germany is 7,3%. Close to this value the cities Seesen with 7,7%, Soltau with 7,5%, Schortens with 7,4% and Bad Pyrmont with 7,4% can be settled. The city of Friesoythe has a unemployment rate of 7,0% which is beneath the unemployment rate of Germany.

A positive value beneath the average of Lower Saxony and Germany have the cities Rotenburg (Wümme) with 4,7%, Duderstadt with 4,8 % and Burgwedel with 4,8%.

These three cities have an advantage over the competition within this analysis.

3.3.5 PRESENCE OF THE INTERNET / SOCIAL MEDIA

Basically within the communication with the younger generation the communication tools of social media and internet are essential (see appendix 9: *Association to GEN Y*). In 2012 the amount of smartphone owners increased from 13 % up to 37%. More and more Germans are using the mobile internet. The current number lies by 40% of the people who use the mobile internet. Especially the offer of information and the fast accessibility are used (EurActiv, 2013).

To reach these targets and to realize the satisfaction of the citizens and visitors of a city the usual homepage won't suffice any more.

Within the last year (2012) the amount of people in Germany who used the social network Facebook increased over 25 million, especially with the over 44 year old people. Not only is the young generation part of the target group of social media any more (T-online, 2013).

The social Network Twitter has 2,4 million active users within Germany (Statista, 2012). Twitter is the fastest growing social network at the moment and has more than 288 active users globally. This number increased by 40% (Morschhäuser, 2013).

RESULTS

Not all cities are using or recognize this trend. The cities Duderstadt, Soltau and Bad Harzburg neither use Facebook nor Twitter.

There is no city which uses both social networks, Facebook and Twitter, within this competitor's analysis.

The cities Seesen, Bückeberg, Schortens and Rotenburg (Wümmer) are using the social network Facebook. The social network Twitter is used by the cities Friesoythe, Burgwedel, Bad Pyrmont and Wittmund. All of these accounts of these cities are developable for an improvement of the communication with their citizens, visitors and companies. This statement is shown by the lower amount of "follower" and the not existing or unsuitable main pictures. An example for a Twitter account of a city is the city Burgwedel (<https://twitter.com/StadtBurgwedel>).

All of these cities within this competitor's analysis are using a homepage, which provide current information for the citizens, visitors and (potential) companies of each city.

3.3.6 CONCLUSION

The results of this competitor's analysis clarify that only one city has positive aspects in all criteria. This city is Rotenburg (Wümme) which strengths are very good. The city has varied learning opportunities, an attractive purchasing power, a lower unemployment rate and the usage of social media (within the analyzed cities). No other city can show these strengths in their profile. Rotenburg (Wümme) is the strongest and a possible competitor for Friesoythe.

The other analyzed cities are in the middle field and are showing different qualities. On the one hand they have a lower unemployment rate but on the other hand they can show a lower purchasing power.

Within these segments the city of Friesoythe can be settled. Friesoythe has good developed learning opportunities with different school types and play schools. The unemployment rate is very close to the average of Lower Saxony. The usage of social media, in this case Twitter, appears positive. But a further development of their Twitter account could affect the communication with the citizens positively. The city of Friesoythe appears more negative in the aspect of the purchasing power. This is one of the lowest of all listed cities in this competitive analysis.

The distance between Rotenburg (Wümme) and Friesoythe is about 133 km (calculated with Google Maps). The cities Wittmund and Schortens are lying closer to Friesoythe, the other cities have a distance up to 300 km. The strong competitor Rotenburg (Wümmer) lies very close to Friesoythe and could attract (potential) citizens, as well as companies and tradesmen to change their position.

3.4 OPPORTUNITIES AND THREATS

Opportunities

- ✓ The city has a rather monopoly situation which offers more freedom for activities.
- ✓ The target group likes the “Forum am Hansaplatz”. With more offerings the “Forum am Hansaplatz” could be attractive for them even more.
- ✓ The Schützenfest attracts the target group and is one of the famous activities for them.

Threats

- ✗ Little involvement of the target group
- ✗ Low transparency for the target group
- ✗ Not enough communication with the target group
- ✗ Not enough free-time activities for youth and adolescents
- ✗ Fewer activities to promote the “City of Iron” for a higher acceptance of the target group.
- ✗ There is one strong competitor for Friesoythe, the city Rotenburg (Wümme).

4 SWOT – ANALYSIS

4.1 CONFRONTATION MATRIX

	<p>Strenghts S1. Good variety of education possibilities S2. Profile "City of Iron" has historically background S3. Local executive bodies for every area of Friesoythe S4. The city government works customer-oriented. S5. The city government has the power to attract new owners to S6. The city marketing offered events for the target group S7. Standardized Corporate Design</p>	<p>Weaknesses W1. Not enough free-time possibilities for the target group W2. No specific financial statement W3. The government of the city cannot influence which owner will locate in the city W4. Limited use of social media W5. Homepage only available in German</p>
<p>Opportunities O1. The city has a rather monopoly situation which offers more freedom for activities. O2. The target group likes the "Forum am Hansaplatz". O3. The Schützenfest attracts the target group and is one of the famous activities for them.</p>	<p>Direct strategies for the target group</p> <p>The Event of Iron should have more activities for the target group. Creating more transparence about the course of action for this event.</p> <p>The "Forum am Hansaplatz" should offer more events for the target group, like music concerts and comedians.</p> <p>The activities in the youth center for the target group should be more communicated and published in order to attract more people of the target group.</p> <p>Improvement of the current playgrounds in Friesoythe in order to increase the attractiveness of the city for the part of the target group with children.</p> <p>Increasing the communication with the target group in order to improve the transparence and the involvement for them and to provide more information at the homepage of the city and via social media.</p> <p>Indirect strategies for the target group</p> <p>The city should try to attract more owners for bars and cafés in order to increase the attractiveness of the city of Friesoythe for the target group and create more free-time possibilities.</p> <p>Extension of the program in current bars in order to attract more people from the target group. This could be realized with live music concerts, offering billiard and wireless-lan for free.</p> <p>The event Days in May should have more activities for the target group. Creating more transparence about the course of action for this event.</p>	
<p>Threats T1. Little involvement of target group T2. Low transparence for the target group T3. Not enough communication with target group T4. Not enough free-time activities for target group T5. Fewer activities to promote the "City of Iron" T6. There is one strong competitor for Friesoythe</p>		

4.2 STRATEGIES

The named strategies in the SWOT-matrix in chapter four are divided into direct strategies and indirect strategies. On the one hand the city of Friesoythe is able to determine the activities and strategies directly for example the activities in the “Forum am Hansaplatz”. On the other hand the city is not able to affect the strategies by themselves. The government of Friesoythe has to consider a different target group, for example the owners of the bars and other companies which should be attracted to Friesoythe. The reason of the division lies in the two different target groups which have to be considered from the city of Friesoythe.

Direct strategies

Strategy 1: The Event of Iron should have more activities for the target group. It is important to create more transparency about the course of action for this event.

Strategy 2: The “Forum am Hansaplatz” should offer more events for the target group, like music concerts and comedians.

Strategy 3: The activities in the youth center for the target group should be more communicated and published in order to attract more people of the target group.

Strategy 4: Improvement of the current playgrounds in Friesoythe in order to increase the attractiveness of the city for the part of the target group with children.

Strategy 5: Increasing the communication with the target group in order to improve the transparency and the involvement for them and to provide more information at the homepage of the city and via social media.

Indirect strategies

Strategy 6: The city should try to attract more owners for bars and cafés in order to increase the attractiveness of the city of Friesoythe for the target group and create more free-time possibilities.

Strategy 7: Extension of the program in current bars in order to attract more people from the target group. This could be realized with live music concerts, offering billiard and wireless-lan for free.

Strategy 8 The event Days in May should have more activities for the target group. It is important to create more transparency about the course of action for this event (organized from the Handels- und Gewerbeverein [HGV] Club of trade and industry).

4.3 SELECTION OF STRATEGIES TO PERFORM

This chapter gives a short overview about the most important strategies from the SWOT-matrix which has been chosen to perform in order to increase the attractiveness of the city Friesoythe for the adolescents and young adults. These strategies have been chosen in order to satisfy the requirements and needs of the target group most effectively. Furthermore with these strategies the communication with the adolescents and young adults can be improved at the best. Finally the attractiveness of the city of Friesoythe can be increased by the usage of the following strategies. The strategies are still divided into direct and indirect strategies in order to provide a better overview.

Direct strategies

Strategy 1: *The “Forum am Hansaplatz” should offer more events for the target group, like music concerts and comedians.*

One important outcome of the market research is that the target group visited the “Forum am Hansaplatz” very often, but only for events which were appealing to them. At the moment the calendar of the “Forum am Hansaplatz” is not filled enough with specific events. In order to attract the target group more to this place in Friesoythe, the marketing department has to offer more events for the target group. These events are for example concerts, comedians or themed party’s.

Strategy 2: The activities in the youth center for the target group should be more communicated and published in order to attract more people of the target group.

A further result of the market research has shown that the target group wants an improvement of the youth center. Finding information about activities in the youth center is impossible. The homepage provides general facts about that place but not in detail. The rumor that only foreigners are using the offers of the youth center has to be clarified. In order to improve the status of the youth center for the target group and to attract them more an open day should be organized. This would help to overcome prejudices and would have a share in the integration for people with a different cultural background.

Strategy 3: *Increasing the communication with the target group in order to improve the transparence and the involvement for them and to provide more information at the homepage of the city and via social media.*

The outcome of the research has shown that the target group expects more communication with the city of Friesoythe. The target group wants to have more insight and more transparency in the current and future activities of the government of Friesoythe. To realize this strategy the current Twitter Account of the city has to be improved. At the moment this account is not attractive for the target group. A low number of private followers prove this statement. Furthermore to get contacted to the target group a Facebook account has to be created. Social media is the most used instrument to connect with friends and companies for the target group as well (compare chapter 3.1.1 Current customers). Furthermore the homepage of the city has to provide more information about current and future activities in Friesoythe. At the moment general information are given about some topics but deeper facts are not shown.

Indirect strategies

Strategy 4: *The city should try to attract more owners for bars and cafés in order to increase the attractiveness of the city of Friesoythe for the target group and create more free-time possibilities.*

Due to the demolition of the café/bar “Latino” in 2012 one popular and comfortable place to spend free-time is missing in Friesoythe. In May 2013 an Italian restaurant including a bar opened in Friesoythe. One bar cannot satisfy the target group. In order to attract more owners to the city of Friesoythe the government has to contact them. In this case lays the difficulty in the satisfaction of the owner’s needs which are different to the needs of the target group. Realizable are owners of bars and cafes including different offers as for example billiard, the possibility to brunch and/or darts. At the moment billiard is only available in the amusement halls. Problem there is the protection of young people which allows access from 18 years. To satisfy the target group this offering has to be available for members of the target group beneath 18 years. Furthermore the city of Friesoythe should attract one owner of a bowling center in order to increase the attractiveness for the target group. Cities with a similar amount of citizens (for example Soltau and Rotenburg Wümme) have a bowling center as well (<http://www.bowling-center-soltau.de/>).

Strategy 5: *Extension of the program in current bars in order to attract more people from the target group. This could be realized with live music concerts, offering billiard and wireless-lan for free.*

In May 2013 an Italian restaurant including a bar opened in Friesoythe. This restaurant has to make a name for them and is in the phase of beginning until now. In order to push the publicity and to attract the target group the restaurant should extend its program with consultation of the city of Friesoythe. The marketing department of the city can give hints to the restaurant in order to increase on the one hand the sales for the restaurant and on the other hand the attractiveness of the city of Friesoythe for the target group. This can be realized with concerts of live bands, offering billiard and/or special prices for cocktails at specific days and times.

5 STRATEGIC MARKETING PLAN

The following strategic marketing plan provides information about the future marketing strategies and the marketing objectives after the market research. After that the new marketing mix with the four P's are described. Lastly the marketing budget and the evaluation measurements are given. As already mentioned two target groups have to be satisfied. In order to provide an overview about these two target groups the strategic marketing plan is divided into the target group intern (adolescents and young adults) and the target group extern (owners).

5.1 MARKETING STRATEGIES (SEGMENTATION, TARGETING AND POSITIONING)

Internal target group

The target group in this thesis is the adolescents and the young adults between 13 and 27 living in Friesoythe and the corresponding areas in Lower Saxony, Germany. Most of them are pupils and going to school. The other parts are students, employees, housewives or workless people. They expect from the city of Friesoythe free-time possibilities like bars and cafes with a comfortable surrounding for nights with their friends and family. Furthermore the target group wants to have more shopping possibilities within in Friesoythe. In addition they expect more transparence and more communication in general with the city in order to be informed about future and current activities in the city.

The city of Friesoythe is responsible for the offered activities in the city for the adolescents and young adults. The products of the city are educational buildings which include different schools, shopping possibilities and grocery stores. Sport clubs, a swimming pool, restaurants, bars, cafes and the "Forum am Hansaplatz" are part of the products of the city of Friesoythe as well.

Furthermore within the course of this thesis they concentrate on the activities and offers for the target group. This means that the activities are going to be concentrated to satisfy the adolescents and young adults living in Friesoythe and the corresponding areas.

Growth strategies

The city of Friesoythe wants to improve the already existing products for the target group. Because of the fact that the product already exists and the market is known already, they follow the "Market Penetration Strategy" of Ansoff.

Competition strategies

The city of Friesoythe wants to improve the attractiveness of the city for the adolescents and young adults. They organize different events to attract the target group and make them feel comfortable in Friesoythe. They focus on the offered products which will determine the satisfaction of the target group immense. This is why they focus primarily on the "Product Leadership" with big attention to the "Customer Intimacy" from Treacy and Wiersema. The customer intimacy is very important for the city as well. The city of Friesoythe wants to satisfy the needs of the target group and get connected to them. The city focuses on a good relationship to the adolescents and young adults living in Friesoythe.

External target group

The (potential) companies located in Friesoythe are expecting from the city special locational factors which influence the success of the company. These locational factors depend on the type of company. For this thesis the owners of bars, cafes, restaurants and amusement halls are important.

The chosen property which will be used to build up a restaurant or bar should have a good cost-benefit equation and the transport connection should be given. Different conditions should be considered as the environment, safety, technological and the public opinion. Furthermore the sales factor is important. This includes the purchasing power in the city and the competition. Other essential factors are the wage level, qualification level of the employees, image of the location, the recreational level and possibilities for further education (Hofmeister, 2008).

The city of Friesoythe is responsible to provide the best possible conditions for the owners. The government of Friesoythe attracts new owners to the city in order to increase the attractiveness of the city for the target group. The city of Friesoythe has a lot of freedom within their planned activities because of an almost monopoly situation with less competitors.

Growth strategies

The city of Friesoythe wants to offer new products for the target group at the already existing market. This is why they follow the "Product Development Strategy" of Ansoff. The government of Friesoythe attracts new owners of bars, cafes and restaurants to the city in order to improve the attractiveness of the city.

Competition strategies

In this case the city of Friesoythe focuses on the products which will be located in the city. These products have to offer varied free-time possibilities for the adolescents and young adults and should be adapted to them. This is why the city follows the "Product Leadership Strategy" from Treacy and Wiersema.

5.2 MARKETING OBJECTIVES

The following marketing objectives are about increasing the amount of adolescents and young adults spending their free time in the city of Friesoythe. Furthermore they are focused to reach more members of the target group going out and visiting offered events in the city.

80 more members of the target group will visit the offered events in the “Forum am Hansaplatz” until the end of July 2015.

One more restaurant (Indian restaurant) will locate in the city of Friesoythe in order to increase the amount of restaurants and the quality of the gastronomy within the city until the end of August 2014.

One more bar/café will open in the city of Friesoythe until the end of July 2014 in order to increase the free time possibilities within Friesoythe and enhance the attractiveness of the city.

50 more people of the target group will follow the Twitter account of the city of Friesoythe until the end of June 2014.

The new Facebook account of the city of Friesoythe will get at least 150 “likes” from the members of the target group until the end of July 2014.

The youth center will realize 10 more members of the target group to visit the offers in the youth center until the end of October 2014.

5.3 MARKETING-MIX

The following marketing mix will be described after the outcome of the market research. This means that the four P’s product, place, price and promotion can include changes adapted to the outcome of the research. An overview about the timetable of the following marketing activities can be found in appendix 13: *Timetable marketing activities 2013/2014*.

5.3.1 PRODUCT

Some parts of the current products have to be changed in order to increase the attractiveness of Friesoythe for the internal and the external target group. The products of the city of Friesoythe can be changed and improved directly and indirectly.

The marketing department will organize four more events for the “Forum am Hansaplatz” adapted to the target group in order to attract at least 80 adolescents and young adults more to this place until July 2015. The events adapted to the target group are favorite up to date events for the adolescents and young adults like the holy festival, cover bands of PUR and ACDC and a themed Halloween party. One more restaurant (Indian restaurant) will locate in the city of Friesoythe in order to increase the amount of restaurants and the quality of the gastronomy within the city until the end of August 2014.

One more bar/café will open in the city of Friesoythe until the end of July 2014 in order to increase the free time possibilities within Friesoythe and enhance the attractiveness of the city. Due to the outcome of the research the activities within the youth center will be improved in order to realize ten more members of the target group visiting the offers in the youth center in Friesoythe until the end of October 2014.

For the internal target group the offers in the “Forum am Hansaplatz” has to be improved. For the year from July 2014 – July 2015 four new events will be organized adapted to the requirements of the target group. One outcome of the market research has been that the target group likes to visit the “Forum am Hansaplatz” but at the moment the planner is not filled enough, especially for the target group. In order to improve these four events will be organized. Examples for these events are the cover bands “PUR” or “ACDC”, themed party’s (e.g. Halloween party) and comedians which will attract the target group.

For the external target group the marketing department of Friesoythe will contact two owners of bars in Friesoythe in order to appoint a time for a conversation until the end of December 2013. Content of this conversation will be the improvement and/or changing of the current program in each bar in order to attract more members of the target group. A varied program will appeal to the adolescents and young adults and could increase the sales of each bar. In cooperation with the owners and the city marketing an attractive program can be adapted.

Furthermore the city of Friesoythe will contact at least five owners of bars, restaurants, bowling centers, cafes etc. in the North-West part of Germany until the end of March 2014 in order to realize one more restaurant and one more bar/café in the city. It would be easier to find possible owners in the closer surrounding of Friesoyhte. The owners are more willing to relocate within a smaller radius. The current amount of bars, cafes, etc. is not satisfying the target group at all. In order to offer a varied range of bars, cafes and restaurants the city has to attract more owners to Friesoythe. To realize this, the city will be made appealing to them through different important facts of Friesoythe, for example the steady growth of the city and the huge amount young people living there.

5.3.2 PLACE

The outcome of the market research didn’t influence the place of the city of Friesoythe. There will be no change of the place for the city.

All offered activities as bars, restaurants or education and shopping possibilities will stay in Friesoythe in order satisfy the needs of the adolescents and young adults. Furthermore new attracted free-time possibilities as already mentioned in the P of Product will enhance the satisfaction of the target group and will give an added value to the place Friesoythe which will make the place more favorite for the adolescents and young adults until the end of July 2015. Focusing on the city of Friesoythe in order to attract more owners and offer more activities for the target group is the main activity.

5.3.3 PRICE

After the outcome of the research there will be no changes for the price in the marketing mix of Friesoythe. The paid taxes will remain constant and cannot be changed by the government of the city of Friesoythe. The prices for new offered products diverge from each respective performer and owner of a bar, café, restaurant etc. The grocery stores determine their prices on their own. The city of Friesoythe has no influence on the offered prices from each event.

The city marketing will focus on searching for performers with a cheaper fee (for the performance) for events until July 2015 to attract the target group with cheaper prices in order to increase the attractiveness of the city of Friesoythe for the adolescents and young adults.

5.3.4 PROMOTION

The P of promotion will change in some parts after the outcome of the research. The objective for promotion is to increase and improve the communication with the target group and raise the information flow and transparency for them.

In order to strengthen the communication with the target group the current Twitter account of the city of Friesoythe will be improved until the end of November 2013. At least 50 more people of the target group will follow the new developed and improved Twitter account of the city of Friesoythe until the end of June 2014. The new Facebook account of the city of Friesoythe will get at least 150 “likes” from the members of the target group until the end of July 2014. Therefore a new Facebook account will be created from the IT division of Friesoythe until the end of January 2014.

An increased promotion of Friesoythe the city can attract more owners of bars, restaurants, etc. in order to satisfy the needs of the target group. Owners want to move to cities where a steady communication is given. Mostly via social media names of bars, cafes etc. are spread and the owner will get more attention from the target group and other citizens as well.

In the following the changes of the promotion will be described which will start in September 2013.

✓ Homepage

The results of the research have shown that the target group didn't receive enough information and transparency from the city of Friesoythe. One way to increase the communication with the target group is the improvement of the homepage. The homepage will be adapted with the help of the two employed IT workers until the end of December 2013.

These improvements will contain more specific information about current and future reconstructions and new buildings in Friesoythe. The city of Friesoythe could provide more information about the reconstruction of the swimming pool. This includes information about the opening hours during this summer.

In order to increase the transparency and the citizen's participation for the city of Friesoythe the results of the market research will be published via the homepage until the end of October 2013.

For this activity no costs will occur due to the fact that the manpower is already given in the government of the city.

✓ Social media

The usage of social media for the city of Friesoythe is necessary to focus on the communication with the target group. Nowadays this medium is used more from all parts of the community, especially by the adolescents and young adults. The target group will be contacted via social media and information will be spread. This will lead to more information and transparency for the adolescents and young adults living in Friesoythe. This target group is known for their steady communication via Facebook, Twitter and other social networks.

The current Twitter account of Friesoythe does not offer the desired expectations for the city. A low amount of followers and tweets (posted comments of the city of Friesoythe) with general information about publications are the main activities there. Twitter is the fastest growing social network at this moment with 485 million used accounts (Morschhäuser, 2013).

The current Twitter account of Friesoythe will be improved until the end of November 2013. These improvements contain more emotional tweets from the city of Friesoythe which will affect the target group deeper than factual statements such as publications. These emotional tweets will contain pictures of changes and news in the city. Furthermore the figure "Eisen-Fritz" could be used as a symbol of the city of Friesoythe. This figure could be changed to different topics for example during summer. An example of this picture can be seen in appendix 14: *Possible picture of Eisen-Fritz for the Twitter account.*

Furthermore the tweets will not be reduced and connected with a link to the homepage anymore. The users of Twitter are willing to read the full text on this social network and are less interested to visit another page to see the other part of the tweet.

Information about events in the "Forum am Hansaplatz", in the youth center or in bars are provided in order to spread these events and attract more participants.

The results of the market research will be published via Twitter as well in order to inform the target group about the outcome.

To strengthen the communication a Facebook account will be created as well until the end of January 2014. This social network is another famous place for the target group to get connected. Important in this case is to focus on the soft topics for the communication. This means providing information about future events, job opportunities and other soft issues. Often companies have to face difficulties and arguments with customers which will gain too much attention on Facebook for every user worldwide. To prevent this only soft topics have

to be discussed and communicated on the Facebook account of the city Friesoythe. A more precise analysis about the social network Facebook can be found in appendix 16: *Facebook analysis*.

For these activities no costs will occur due to the fact that the employees in the government of the city are already busy with the Twitter account. Due to the fact that only soft topics will be spread on the Facebook account employing a new employee is not necessary.

✓ Open day youth center

In order to inform the target group in more detail about the youth center and the offered activities the city of Friesoythe will organize an open day at the 25th of April 2014 between 2 pm and 7 pm. During this day the visitors can ask questions and get to know the offered activities there.

To attract the target group a competition in table soccer will be organized. Furthermore a wish-box is provided in order to drop wishes for future activities in the youth center by the visitors.

To communicate this open day the information about it will be spread via Twitter, Facebook, the homepage and articles in the newspaper in February, March and April 2014.

The costs for this open day calculated for 150 people are € 1,290, which includes a cold buffet (fingerfood), non-alcoholic drinks and two servers for six hours.

✓ Flyer

To promote the open day in the youth center a flyer will be created. To spread this information for the target group the flyer will be published at the homepage of the city of Friesoythe, via Twitter and Facebook, in the local newspaper and distributed in the schools in Friesoythe. The flyer will be produced in January/February 2014 and distributed in February, March and April 2014. An example of a possible flyer can be seen in appendix 15: *Example flyer open day*.

The costs for 500 flyers are €73,60 including printing.

✓ Newspaper

The newspaper is an often used medium from the target group to get information about current activities in Friesoythe. In order to spread information about the open day in the youth center an article will be published to inform the target group and the citizens of Friesoythe in general in March and April 2014.

Furthermore the results of the market research among the citizens of Friesoythe will be published in the newspaper until the end of October 2013 in order to increase the transparency and the citizen's participation for the city of Friesoythe.

These press releases are free of costs for the city of Friesoythe.

5.4 MARKETING BUDGET

In the marketing budget all costs are listed, which are indispensable for a successful expansion of the marketing strategy and targets of the city of Friesoythe.

The costs are calculated as follows:

Open day	1,290.00 €
Cold buffet (finger food)	750.00 €
Non-alcoholic drinks	450.00 €
Two servers for 6 hours	90.00 €
Flyer (500) including printing and delivery	<u>73,60 €</u>
Total	1,363.30 €

5.5 EVALUATION MEASUREMENT

After the implementation of the new strategies it is important to analyze how successful these strategies were. This evaluation is useful to document success, in order to encourage future work and to justify expenses. Furthermore an evaluation is administrable to improve future campaigns and to determine a basis for these campaigns. All new strategies were arranged SMART, which means that every strategy is measurable.

The main objective for the city of Friesoythe was to increase the attractiveness of Friesoythe for the adolescents and young adults living there. It would be possible to evaluate this objective by making a survey among this target group two years after the implementation of the new strategies. Questions for this survey could be about the popularity of Friesoythe.

- How did the offers changed in Friesoythe for the target group?
- Does the target group feel comfortable in Friesoythe?
- Evaluation about the activities in Friesoythe, bars, restaurants, youth center etc.

By the use of this survey the city of Friesoythe can determine how the attractiveness of Friesoythe changed and if there are still further improvements.

Another strategy for the city of Friesoythe was to improve its usage of social media, especially its Twitter account. To evaluate this strategy it would be possible to make use of a website tool, which calculates the clicks of each link. This way a possible increase of the visitors of the Twitter account can be analyzed. Furthermore the city of Friesoyhte can observe the amount of followers in order to realize a potential increase there as well.

A further strategy of the city of Friesoythe has been the communication with the owners of two bars in order to change and improve their offers for a bigger variety for the target group. In order to evaluate this strategy the owners can be contacted again. A further conversation can give information about a potential increase of visitors in these bars.

6 CONCLUSION

This bachelor thesis, which is written for the city of Friesoythe in Germany, comprised all marketing communication activities in order to enhance the attractiveness of the city of Friesoythe.

This report gives answers to the questions: Who is the specific target group? What are the requirements of the target group? Is the target group satisfied with the offered activities in Friesoythe? How could the attractiveness of Friesoythe be increased for the target group?

Problem of this thesis was the declining attractiveness of the city of Friesoythe for adolescents and young adults living in this city. The city of Friesoythe lies in the North-West part of Germany, in the Federal Land Lower Saxony and has more than 21,000 citizens. Friesoythe wants to expand to a medium sized town within the next five years. Realizing this target with the creation of an attractive city center and more offers for the citizens. The city of Friesoythe wants to publish their marketing profile "City of Iron" in more detail to attract more visitors to the city.

The city of Friesoythe offers for the adolescents and young adults different possibilities. The learning opportunities are varied and different shopping stores are given. A small amount of bars and low variety of restaurants complete these offerings for the target group. For this research the target group includes the citizens of Friesoythe and the corresponding areas between 13 and 27 years. They are employed, pupils, studying, workless or self-employed. The most important way of communication is via social media and their smart phones. Nevertheless they are reading the newspaper.

In order to increase the attractiveness of the city of Friesoythe the research has been made among this target group. In different schools in Friesoythe, in two grocery stores, on the homepage of the city, in the internet and via flyers 811 members of the target group participated. The result was that the city of Friesoythe has to improve their communication with the target group and the improvement of the current activities in the city, especially the free-time activities.

For the realization of these targets different marketing strategies were developed. The city of Friesoythe can influence these strategies directly and indirectly. In order to improve the communication social media and the homepage of the city will be improved and strengthened to fulfill the requirements of the target group. The current Twitter account of Friesoythe and a new Facebook account will be improved and created. This strategy will lead to more transparency for the adolescents and young adults living in Friesoythe. Furthermore the city of Friesoythe should organize an open day for the youth center in order to communicate the offered activities more than they do now. Offering more and appealing events in the "Forum am Hansaplatz" for the target group will be a further step to reach their objective.

The difficulty in this case is that the city has to fulfill the requirements of a second target group as well. This are the owners of bars, cafes, etc. which have to be attracted to the city. Attracting new owners of bars, restaurants, etc. is another main activity which will lead to an improvement of the attractiveness of Friesoythe for the target group. Communicating with current owners of two bars in Friesoythe can lead to varied offers in their bars for the target group.

The city of Friesoythe has the possibility to improve the attractiveness of the city for the adolescents and young adults. Most of the mentioned strategies can be influenced directly by the city and realized with little money. These strengths should be utilized by the city in order to enhance the attractiveness of Friesoythe for the target group and make the city more interesting and livable for them.

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8 APPENDIX

8.1 APPENDIX 1: SURVEY TARGET GROUP FRIESOYTHE

Dear fellow citizen,
Dear guests of the City Friesoythe,

Your opinion is in demand!
What do YOU like about the City of Iron Friesoythe
What would YOU improve?

Since a couple of years the City of Friesoythe strengthen their efforts to bring the profile “City of Iron” closer to the broad public. First courses were set with the acceptance of the city to the ring of the European “Schmiedestädte” (2004), the exhibition “Eisenart” in the anniversary year 2008 and with the “Bridge of Friendship – Bridge of Nations”. The sculptures “Iron 1” in the street “Bahnhofstraße” and the “Bell of piece” in the city park are further characteristics of the City of Iron Friesoythe.

The image of the city centre is changing continuously with the new designing of the western entrance area to the inner city of Friesoythe in 2012 and with the building of the new shopping centre within the area of the streets “Ellerbrocker Straße / Am alten Hafen”. The inner city of Friesoythe will be formed by the changed traffic situation with the introduction of speed 30 in the streets “Lange Straße” and “Bahnhofstraße” and by the building of the two new roundabout traffics.

Due to the increased profiling the question occurs whether the marketing department of the City of Friesoythe has been successful or not. This survey will be used for research purposes und should reflect the opinion of the citizens and visitors of Friesoythe. Further benefit of this survey is to find possible improvements or stronger focusing on specific areas and the general changing of already used ways.

To analyze these and other activities within the acceptance and response we are going to make the survey. We would ask you to take a few minutes to respond to this survey under the listed link. The survey will be anonym.

The answered questions will be collected within 10 days from an employee of the City of Friesoythe. The survey can also be made at the homepage of Friesoythe www.friesoythe.de.

Your interest will be supported worthwhile as well. We are going to raffle among all answered flyers a vacation for two people in the Austrian city Ybbsitz, which belongs to the European “Schmiedestädte” as well. The winner will be informed written after this campaign, estimated in July or August.

Thank you for your support!

Johann Wimberg
Mayor of the City Friesoythe

Personal Information

1. Are you citizen of the city Friesoythe (including the corresponding areas)?
Yes ? (Go to question 2) No ?
 - 1.1 Are you living close to the city Friesoythe (max. 50 km)?
Yes ? (Go to question 2) No ?
 - 1.2 Are you from another county?
Yes ? No ?
 2. How old are you?
<13 ? 13-16 ? 16-21 ? 22-27 ? 28-39 ? 40-49 ? 50-60 ? >60 ?
 3. Sex:
Male ? Female ?
 4. What are you doing for living?
-
5. Origin:
German ? Turkish ? Russian ? Polish ? Other ?

Forum am Hansaplatz

6. Do you know the „Forum am Hansaplatz“? (If no, go to question 11)
Yes ? No ?
 7. Have you been there once? (If no, go to question 9)
Yes ? No ?
 8. Which event did you visit?
-
9. How do you get information about events in the „Forum am Hansaplatz“?
Internet ? Friends ? Newspaper ? Other ?
 10. Has been the information transfer satisfactory?
Yes ? No ?

City of Iron

11. Do you know that Friesoythe is he City of Iron? (If no, go to question 14)
Yes ? No ?
 12. Do you know the historically background of the City of Iron?
Yes ? No ?
 13. How did you find out about the City of Iron?
Internet ? Friends ? Newspaper ? Posters? Other ?
 14. Have you been at the event of iron 2012? (If no, go to question 16)
Yes ? No ?
 - 14.1 If no, why not?
-
15. Would you go there again?
Yes ? No ?
 - 15.1 If no, why not?
-

City of Friesoythe

16. Are you satisfied with the new traffic situation in the area of the new „Familia-Centre“?

Yes ? No ?

16.1 If no, why not?

17. Do you think that you get enough information from the city?

Yes ? No ?

17.1 If no, what are you missing?

18. Do you think, that your opinion is part of the development of the City Friesoythe?

Yes ? No ?

19. Please evaluate the activities of Friesoythe (mark, 5 very good, 1 not good)

Activities / Evaluation	1	2	3	4	5	N. A.
Swimming Pool						
Extra Music Park (Club)						
Bars						
Restaurants						
Youth Center Wasserturm						
Forum am Hansaplatz						
Event of Iron						
„Schützenfest“						
Days in May Friesoythe						
Activities within the small towns						
Activities for children (playground)						
Communication with the city						
Internetprofile of Friesoythe						

20. Do you have suggestions for improvement?

21. Are you satisfied with the internet profile of the City Friesoythe?

Yes ? No ?

21.1 If no, why not?

22. Do you know that Friesoythe has a Twitter account? (If no, the survey is finished)

Yes ? No ?

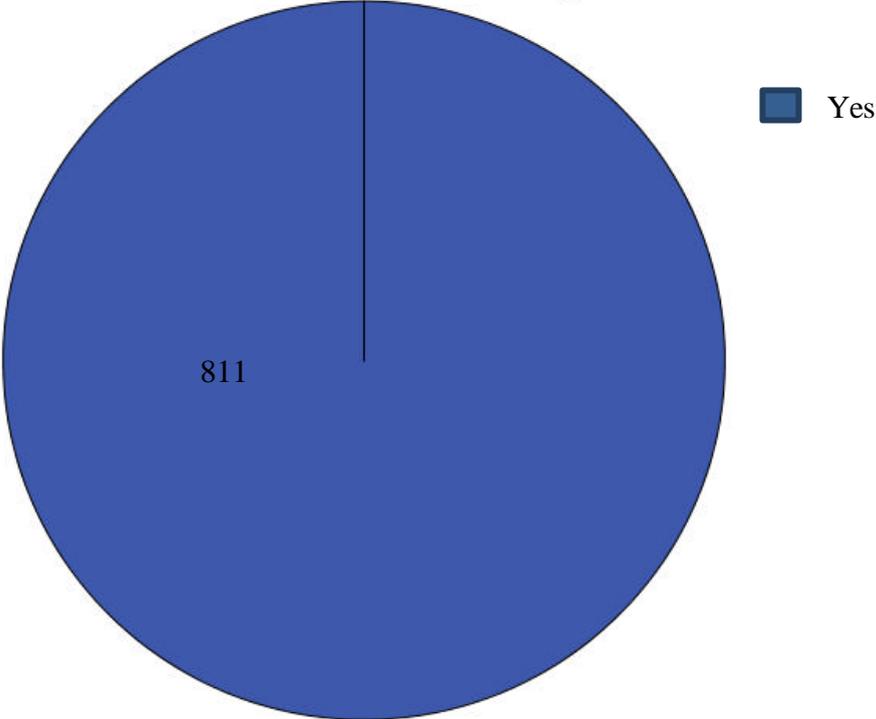
23. Do you follow the tweets of Friesoythe at Twitter regularly?

Yes ? No ?

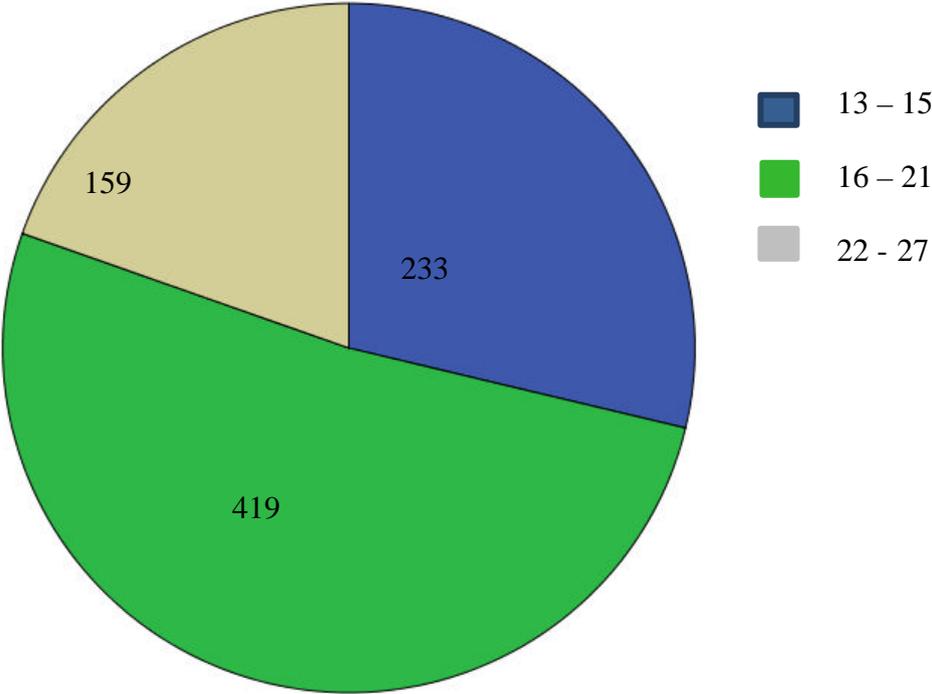
23.1 If no, why not?

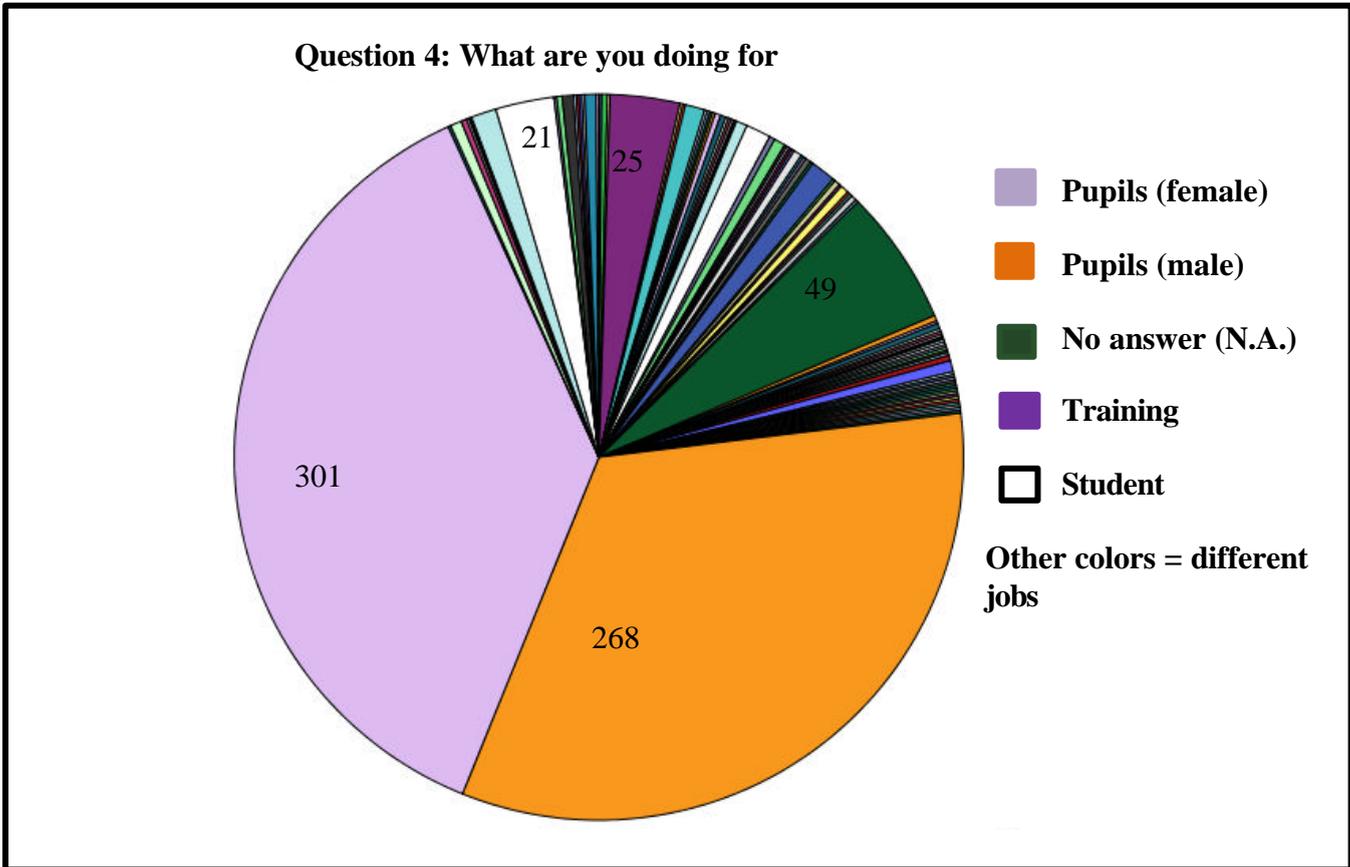
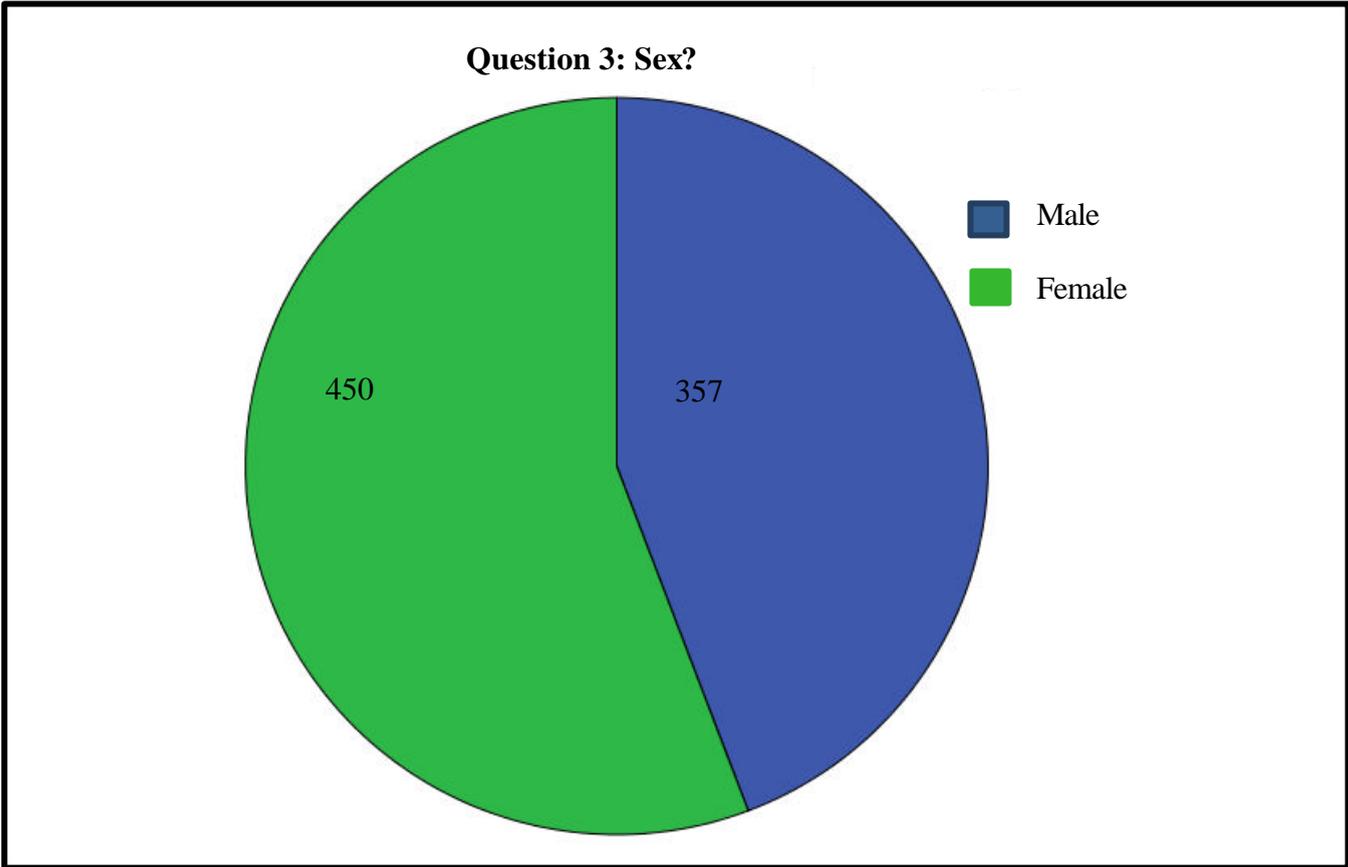
8.2 APPENDIX 2: OUTCOME RESEARCH TARGET GROUP FRIESOYTHE

Question 1: Are you living in Friesoythe?

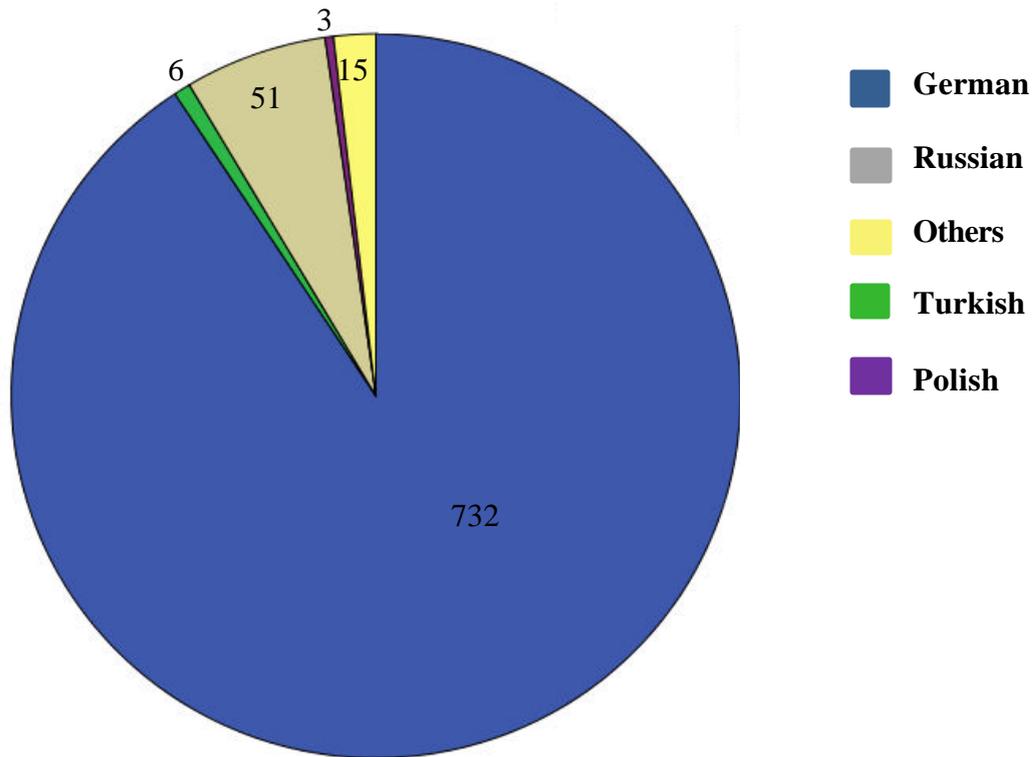


Question 2: How old are you?

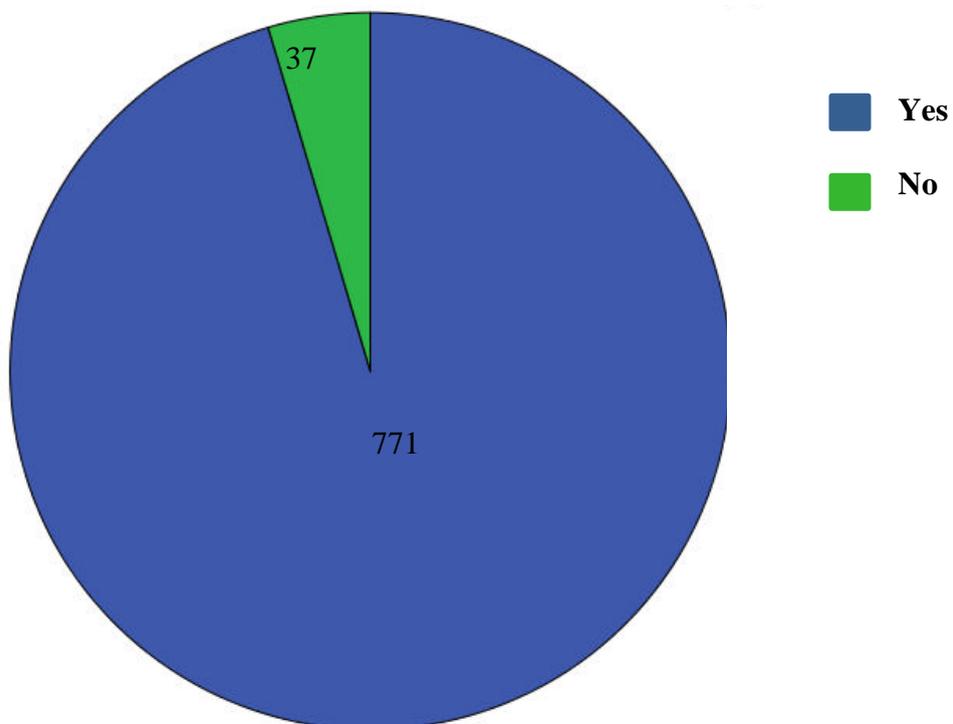




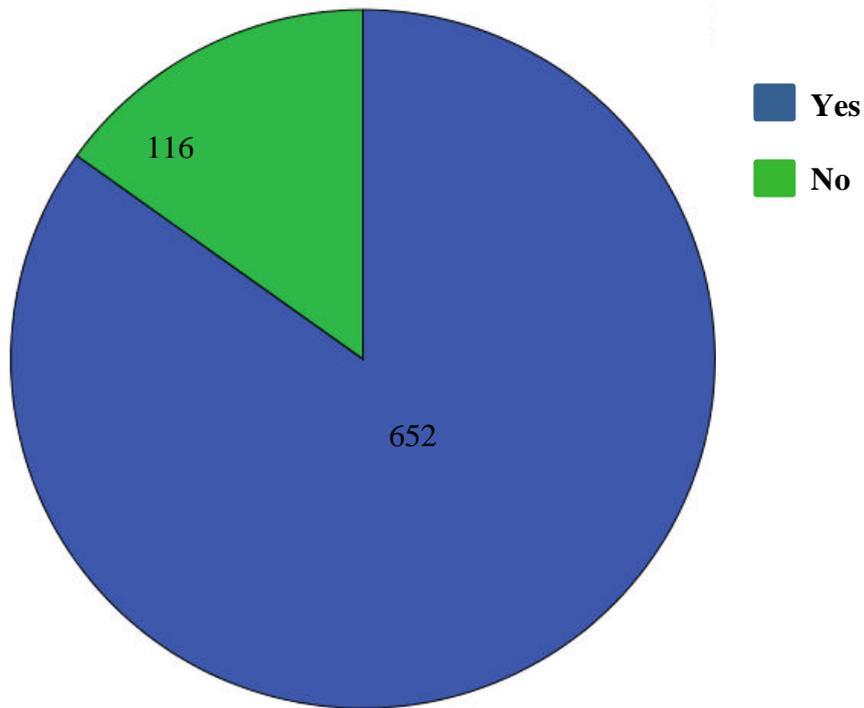
Question 5: Origin?



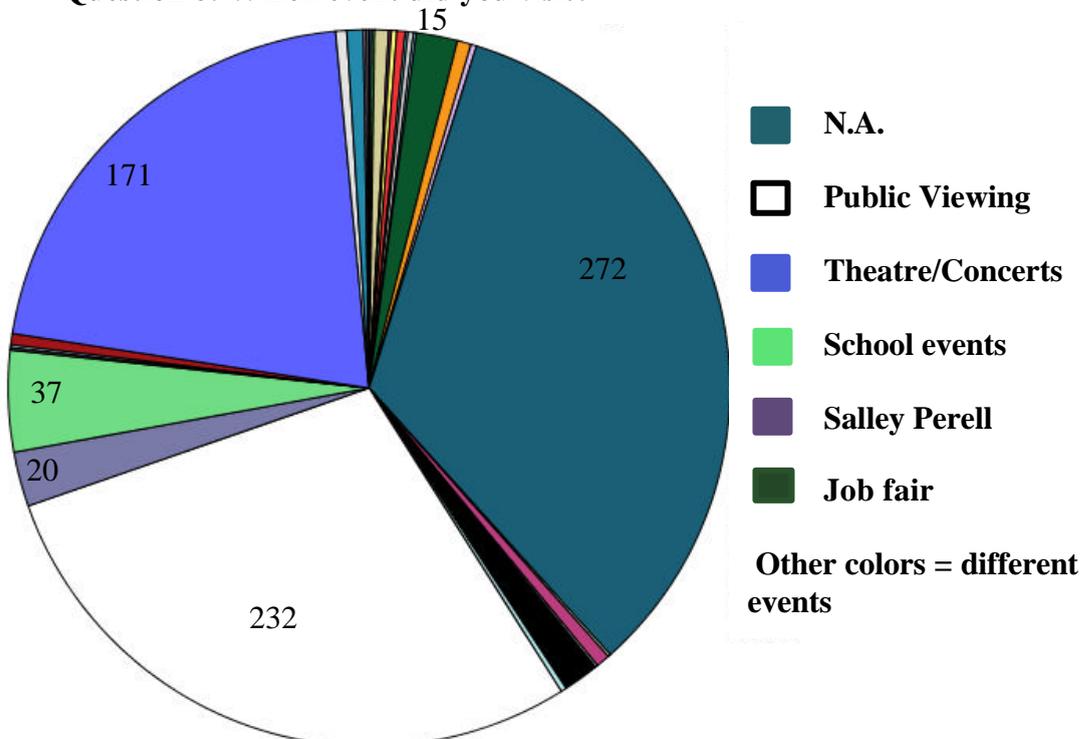
Question 6: Do you know the “Forum am Hansaplatz”?



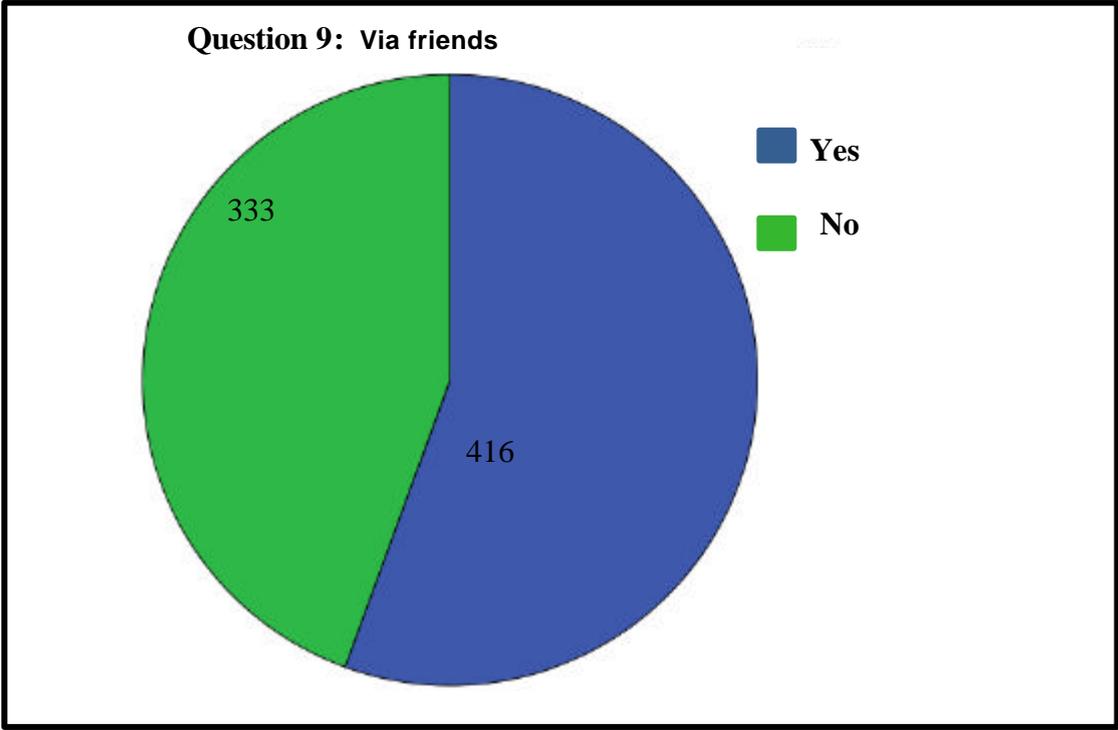
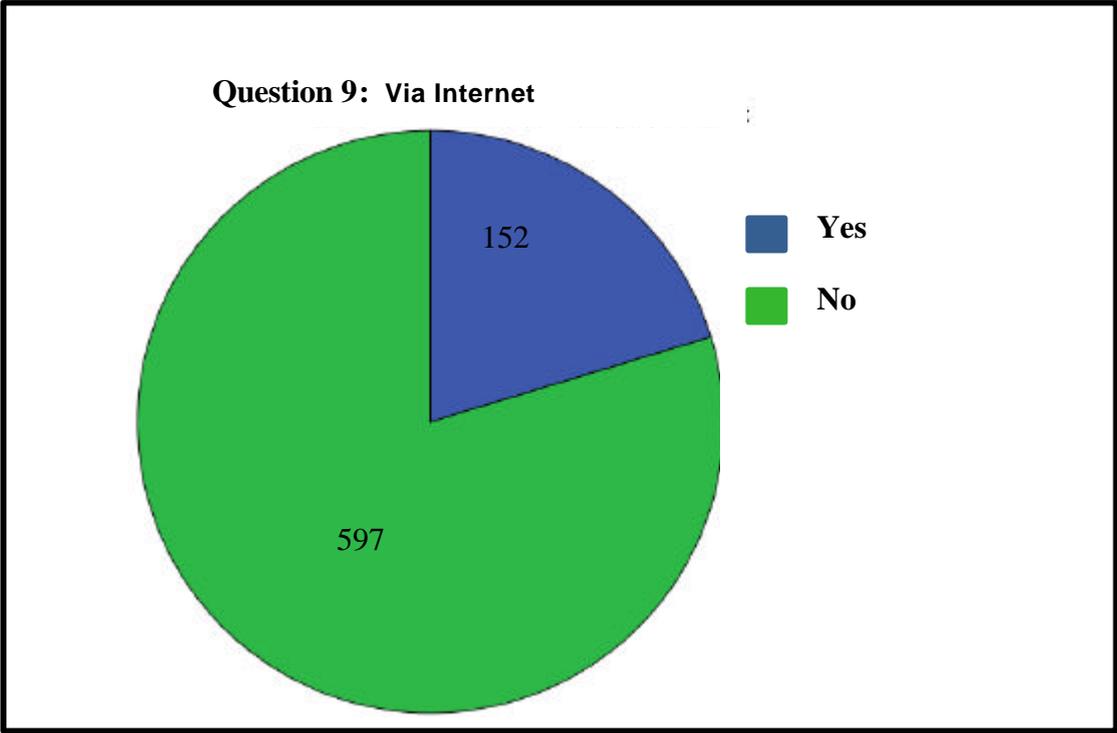
Question 7: Have you been at the “Forum am Hansaplatz” once?

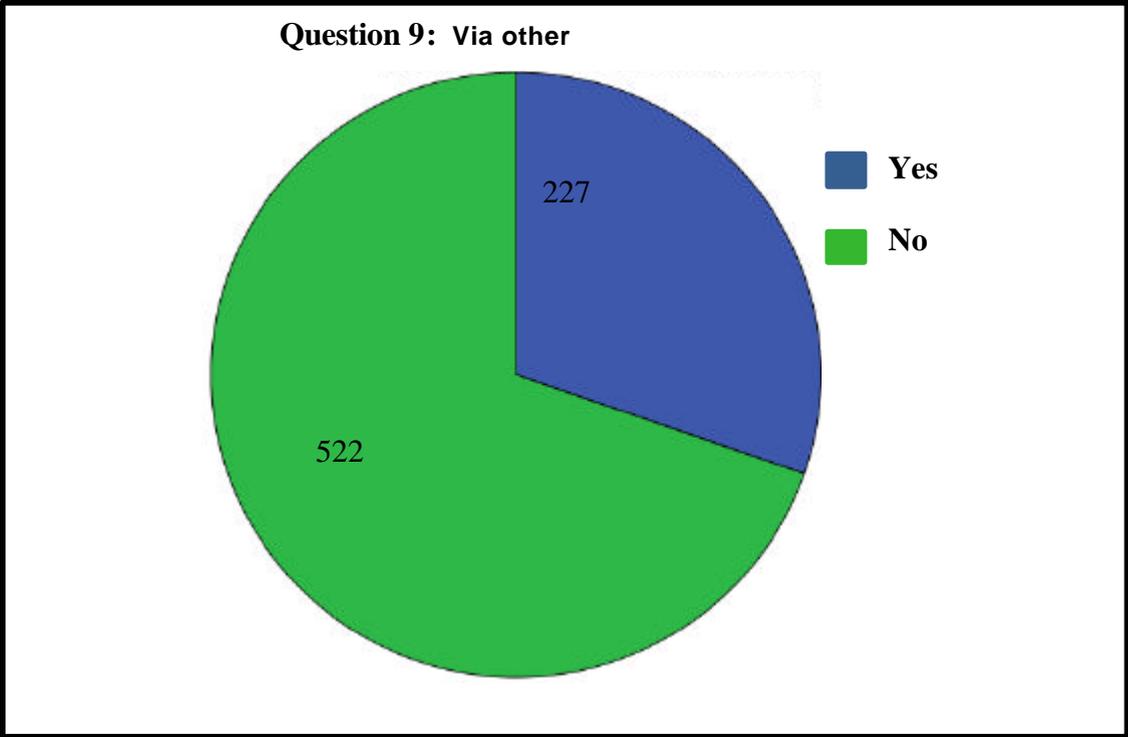
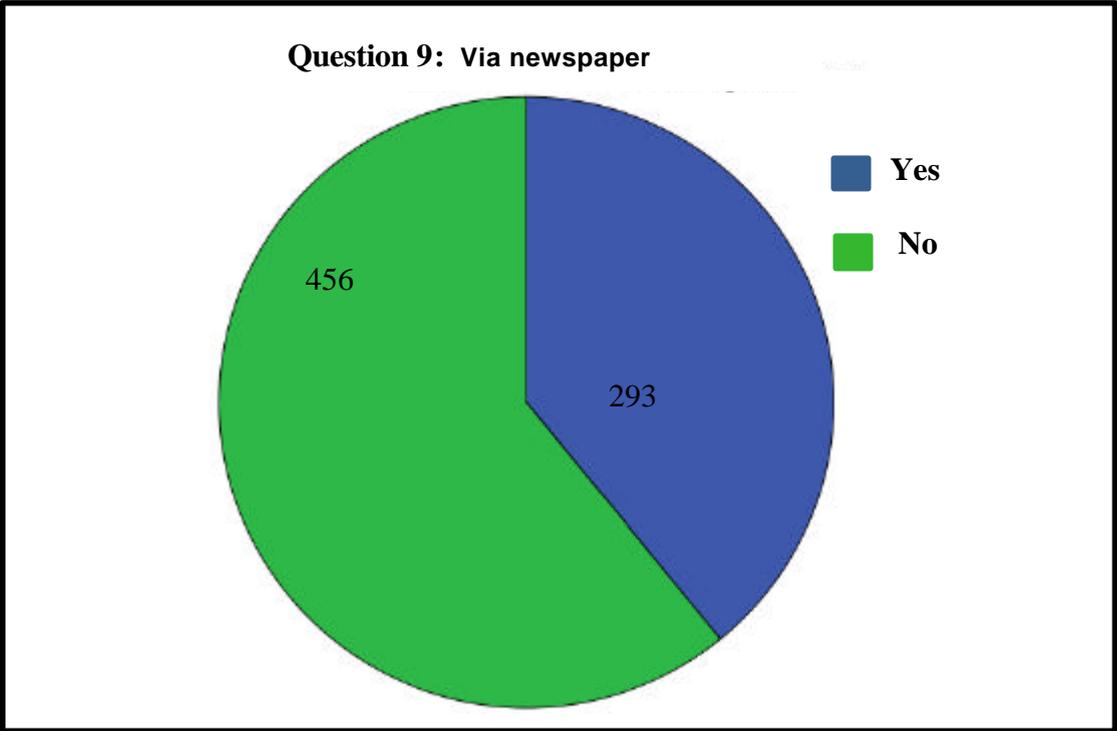


Question 8: Which event did you visit?

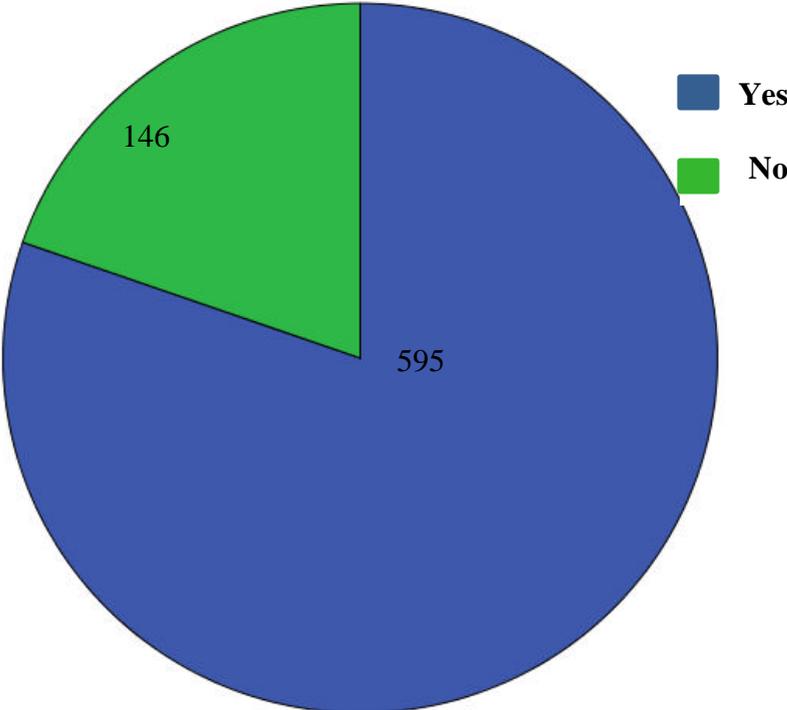


Question 9: How do you get information about events in the „Forum am Hansaplatz“?

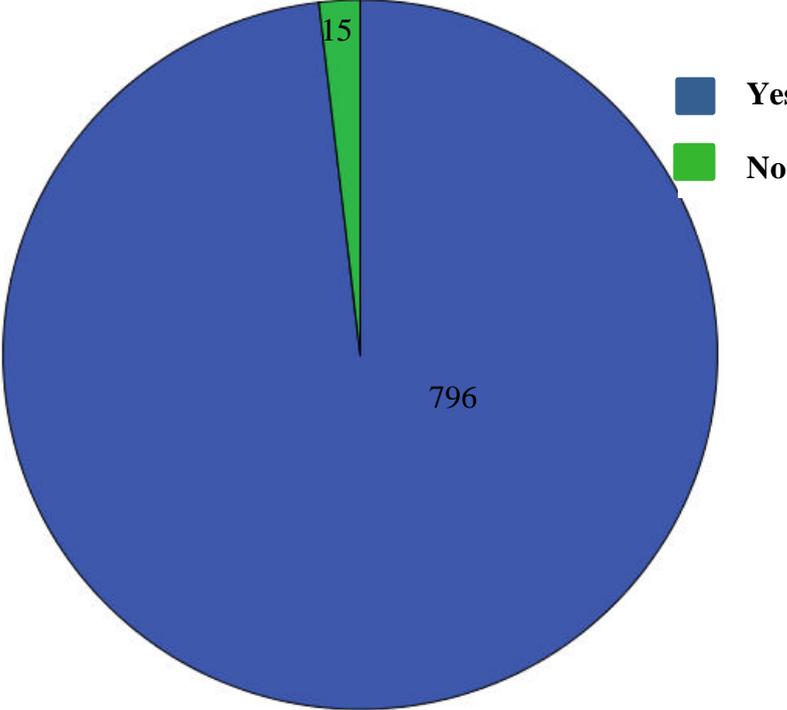




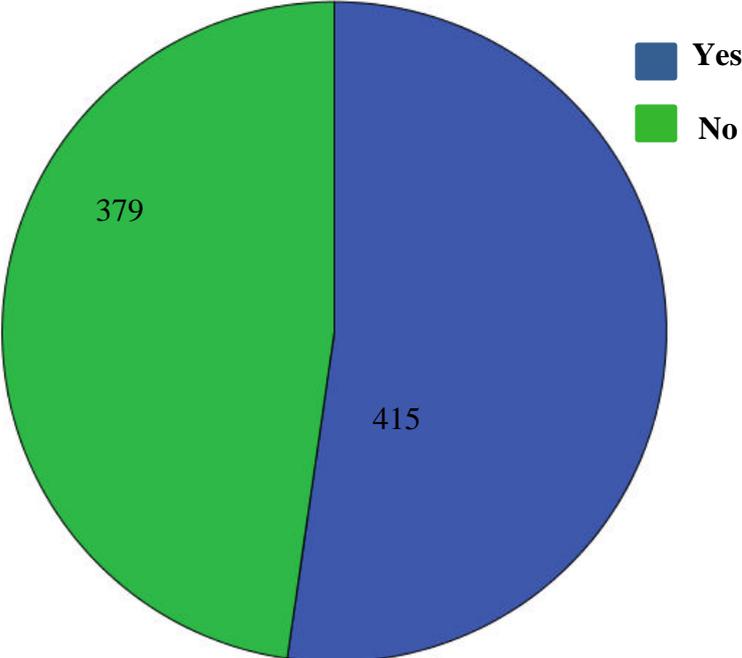
Question 10: Has been the information transfer satisfactory?



Question 11: Do you know that Friesoythe is he City of Iron?

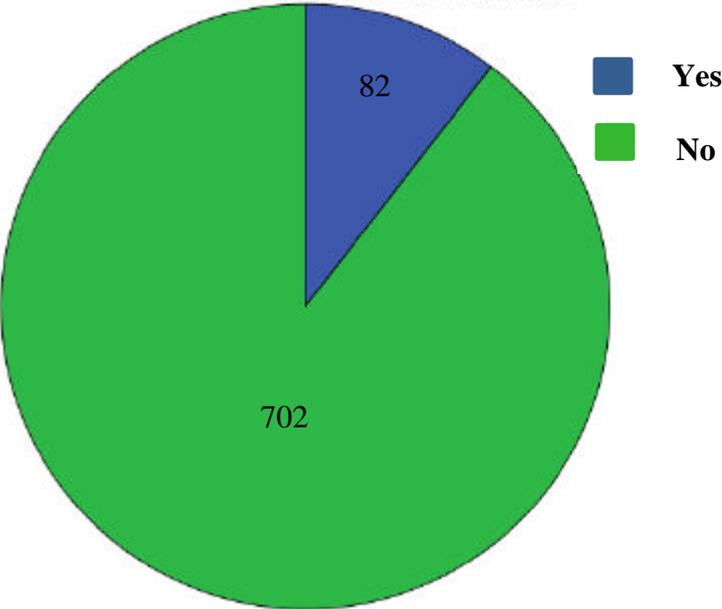


Question 12: Do you know the historically background of the City of Iron?

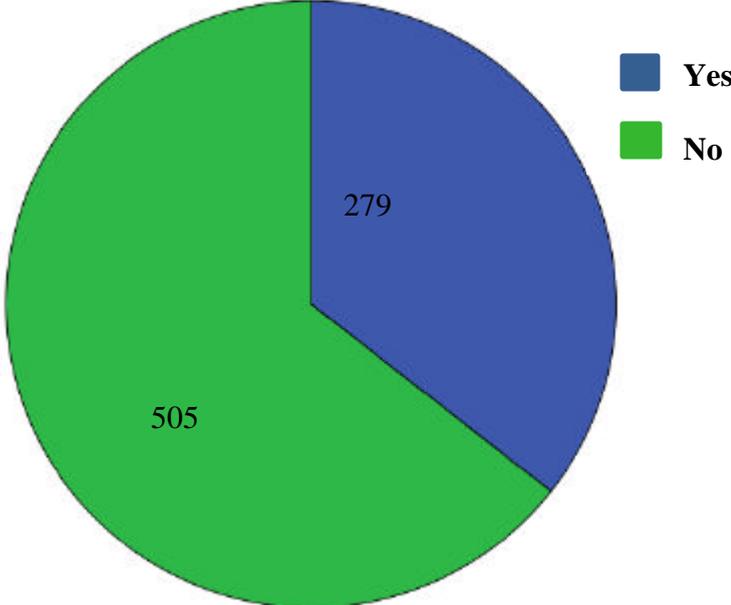


Question 13: How did you find out about the City of Iron?

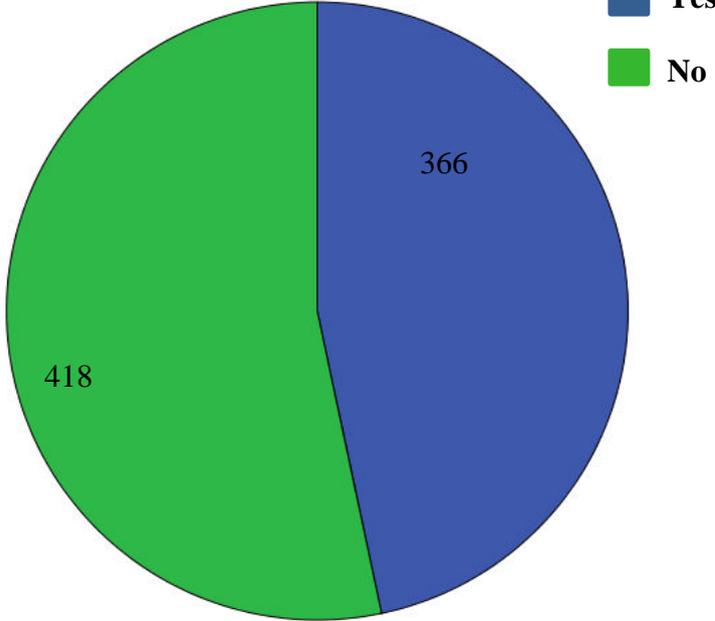
Question 13: Via internet

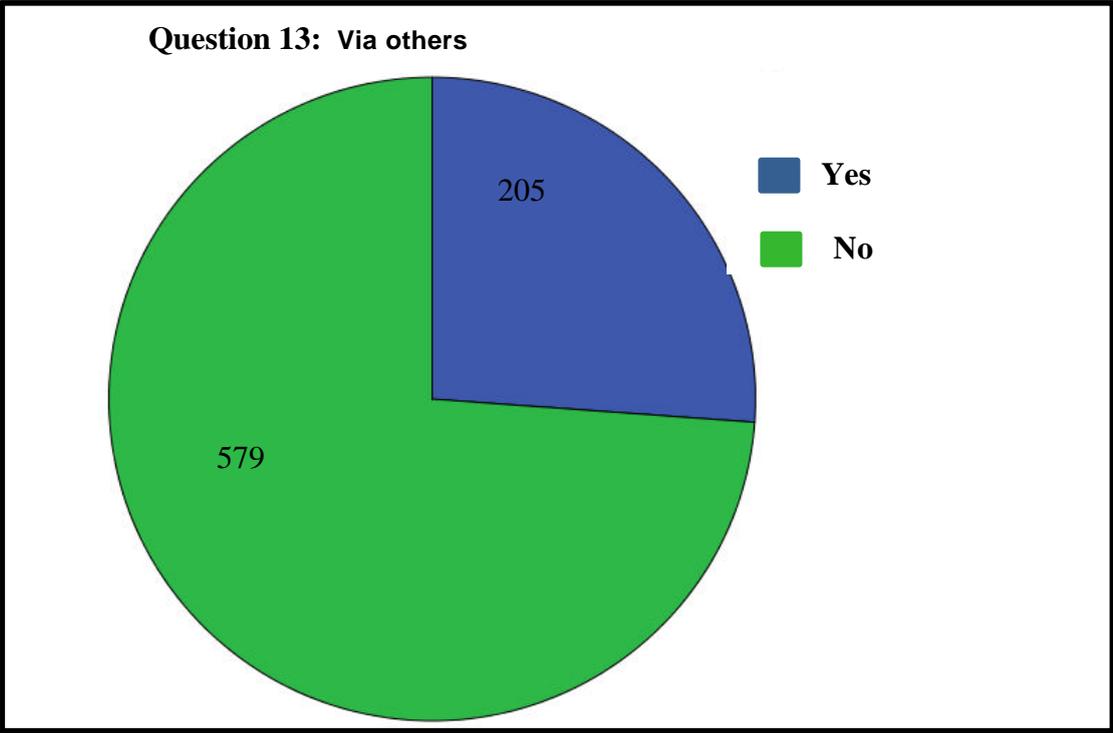
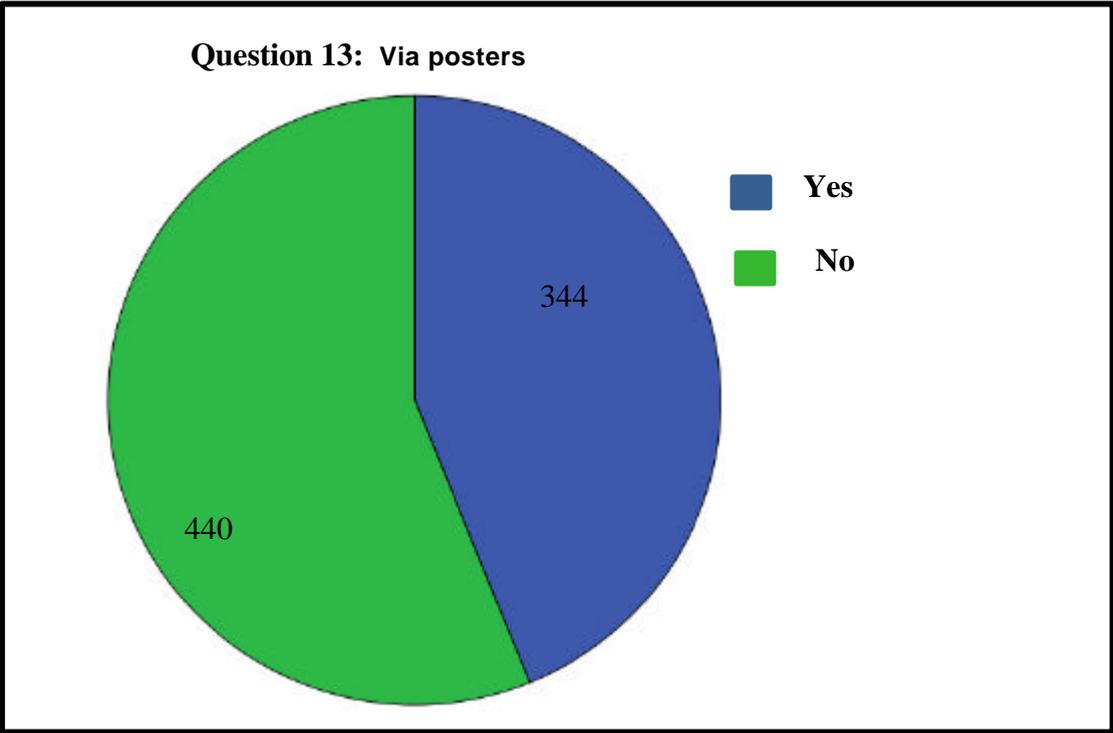


Question 13: Via friends

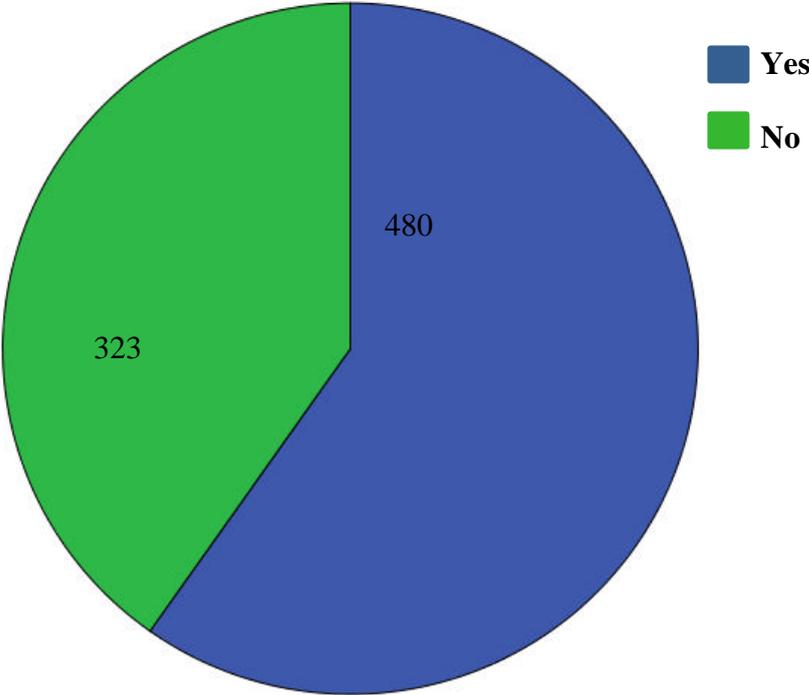


Question 13: Via newspaper

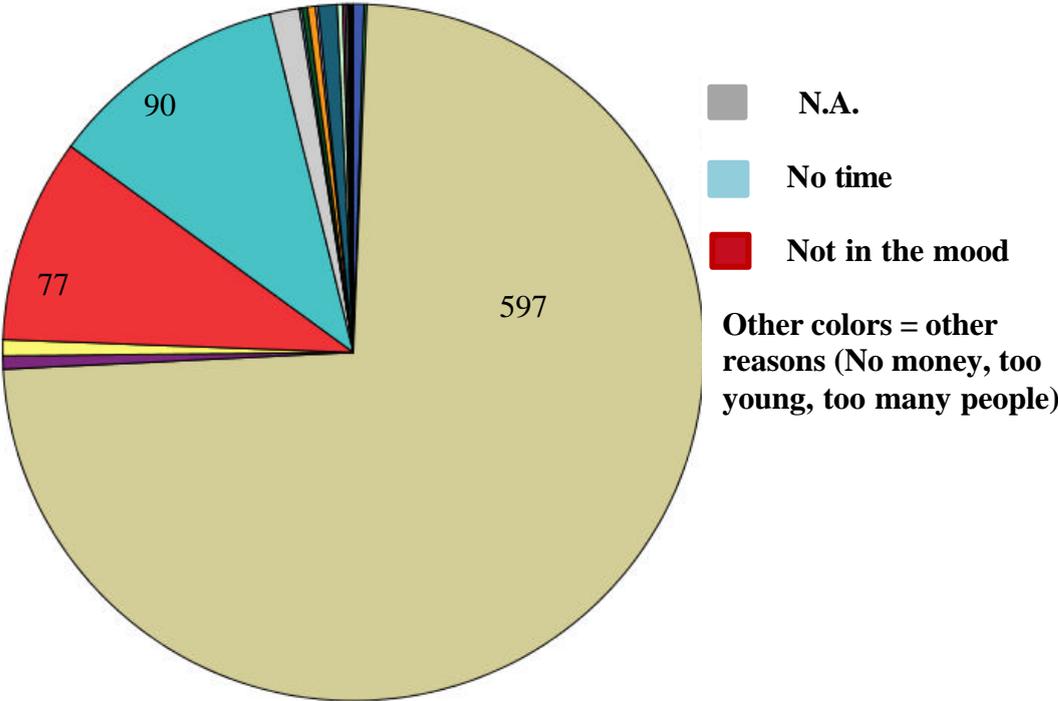


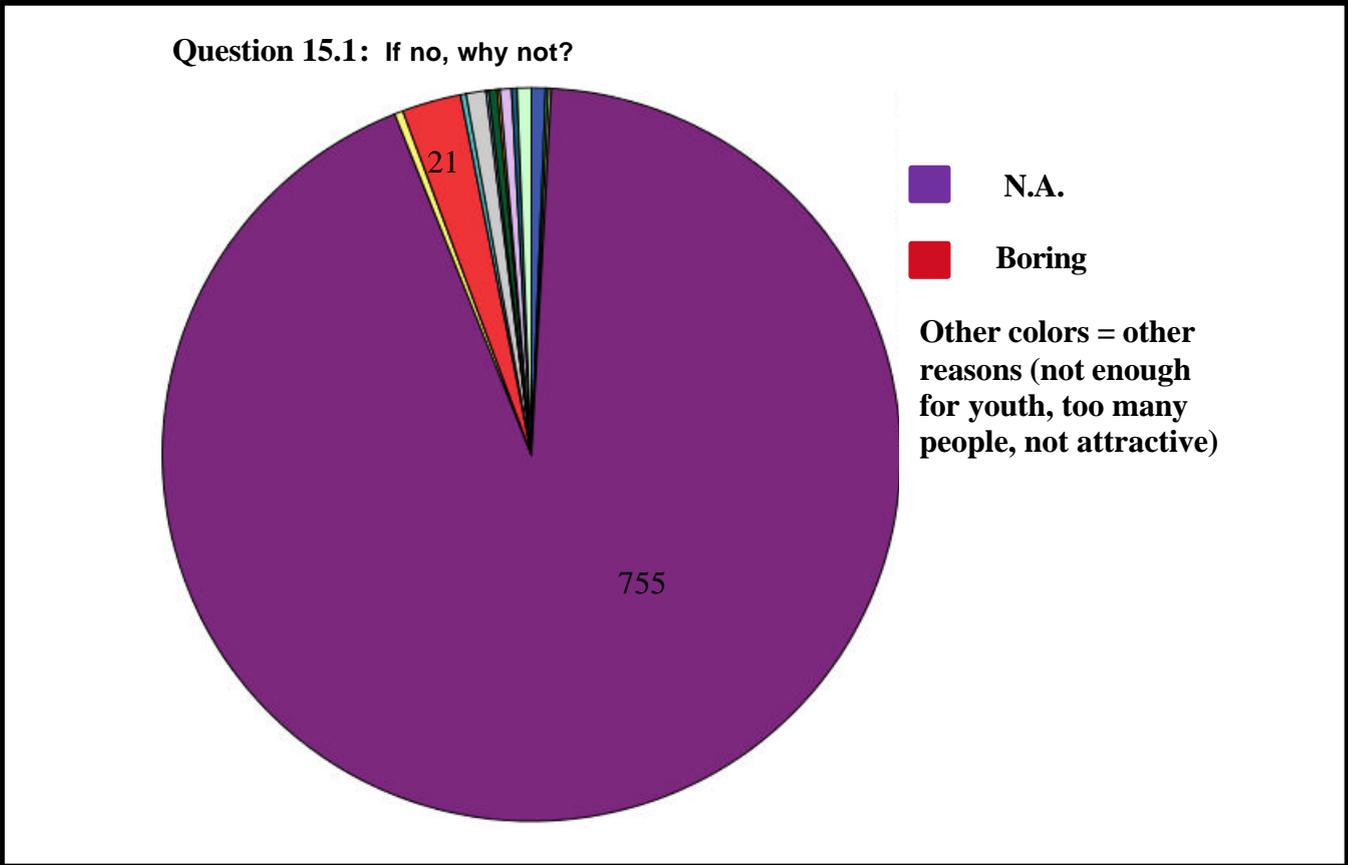
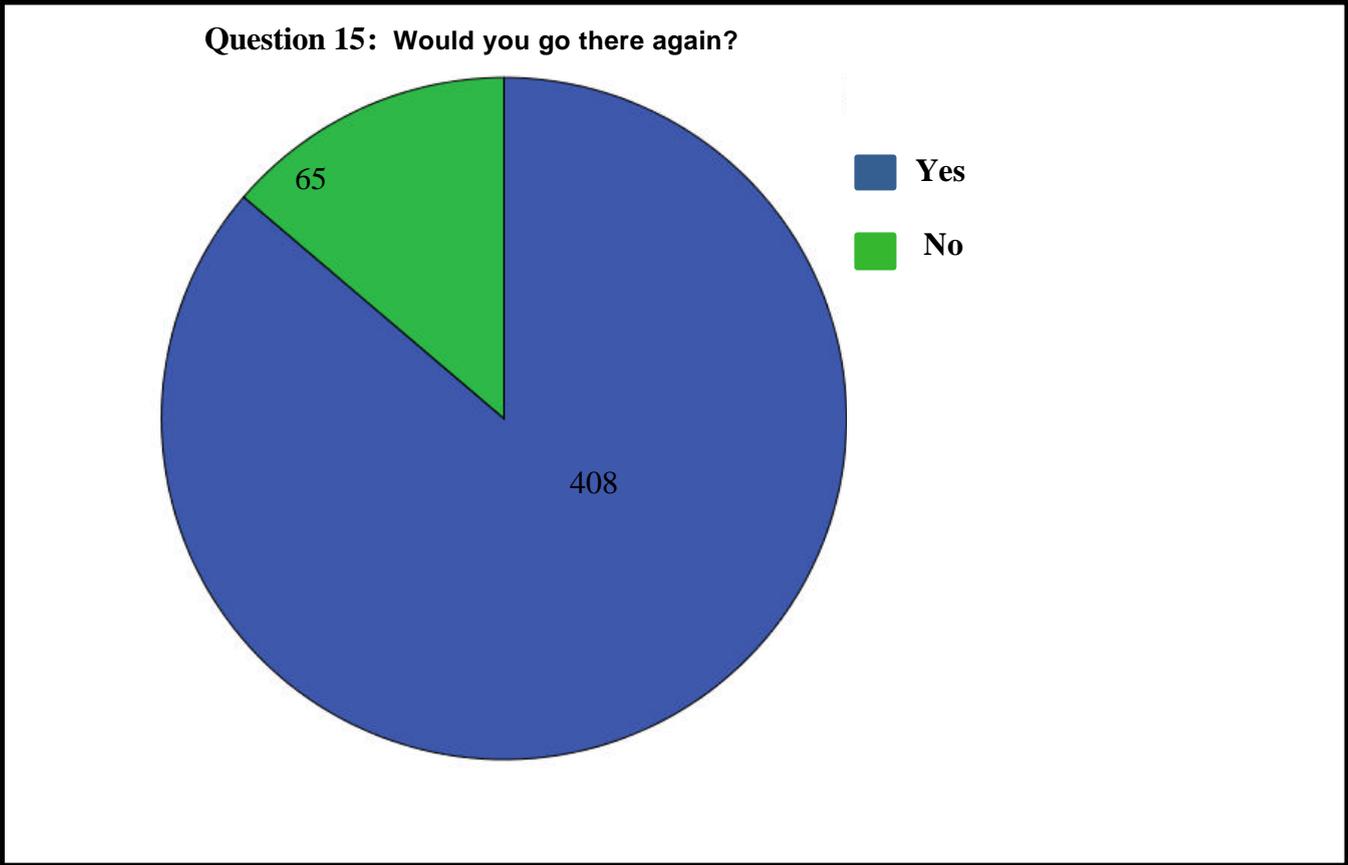


Question 14: Have you been at the event of iron 2012?

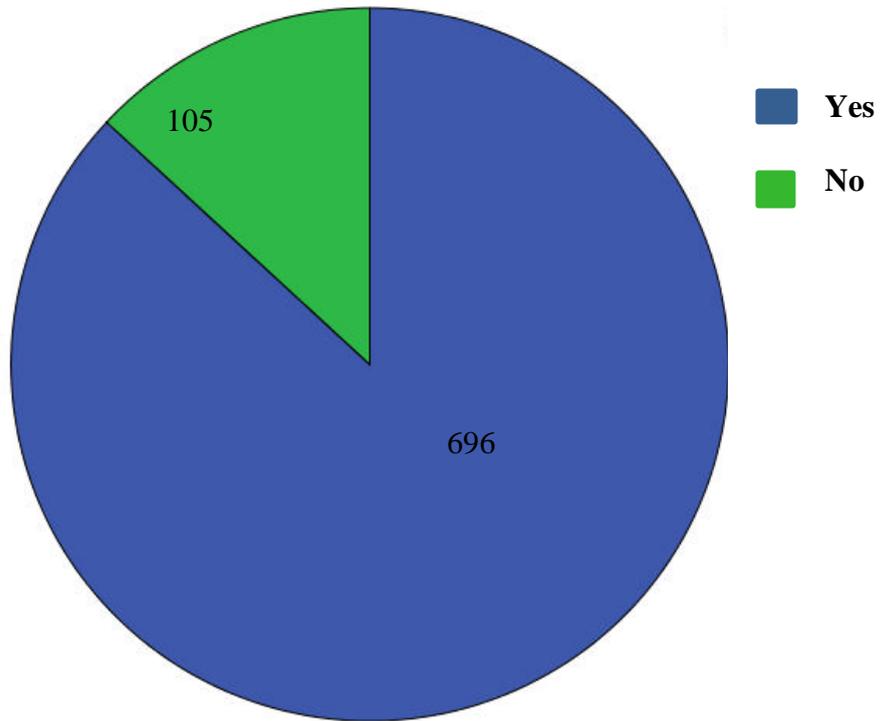


Question 14.1: If no, why not?

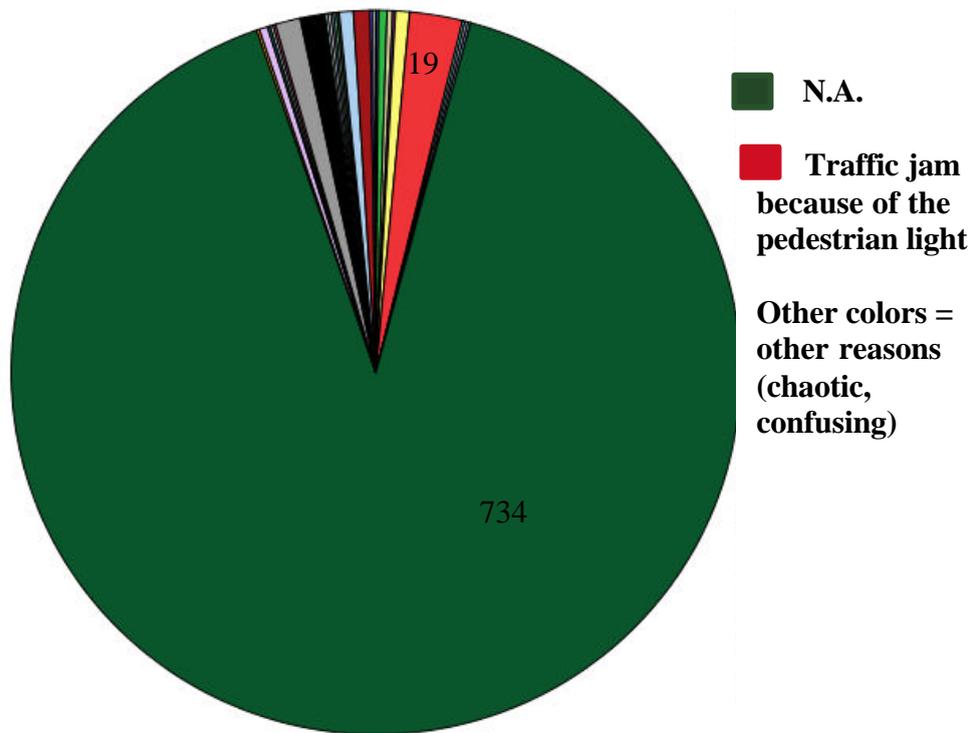




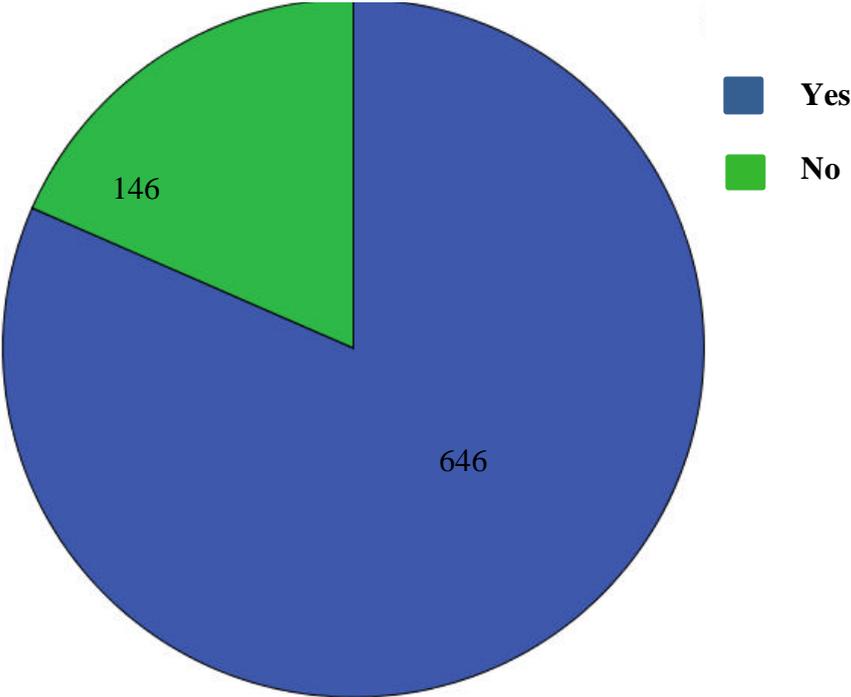
Question 16: Are you satisfied with the new traffic situation in the area of the new „Familia-Centre“?



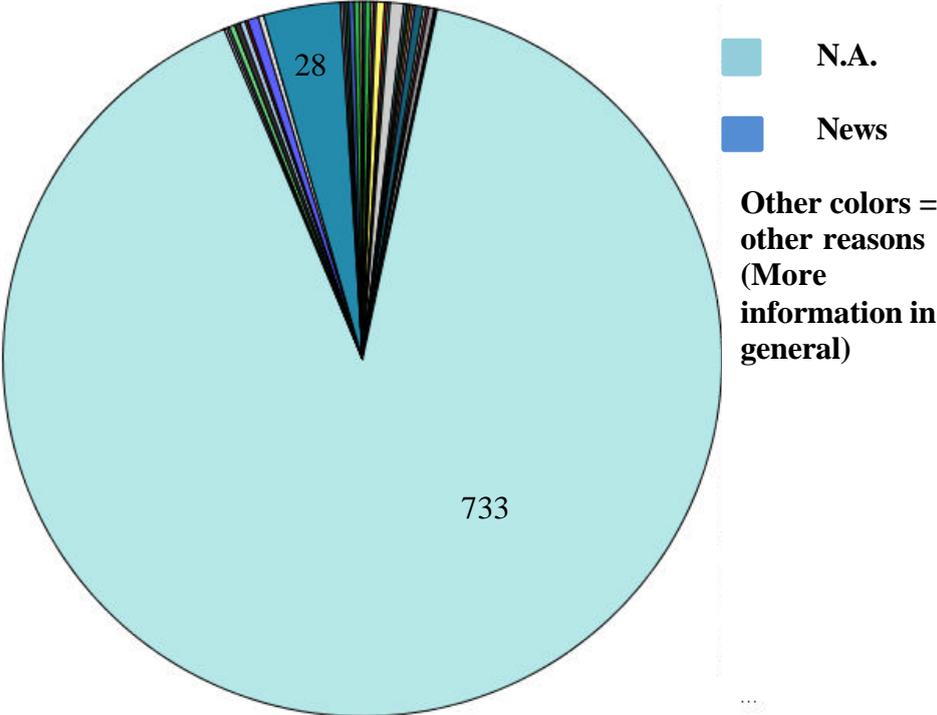
Question 16.1: If no, why not?



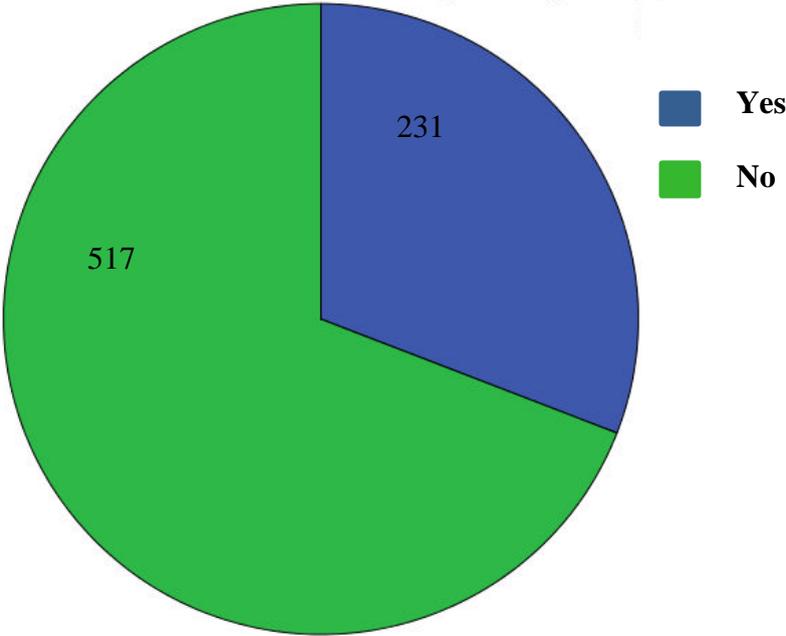
Question 17: Do you think that you get enough information from the city?



Question 17.1: If no, what are you missing?

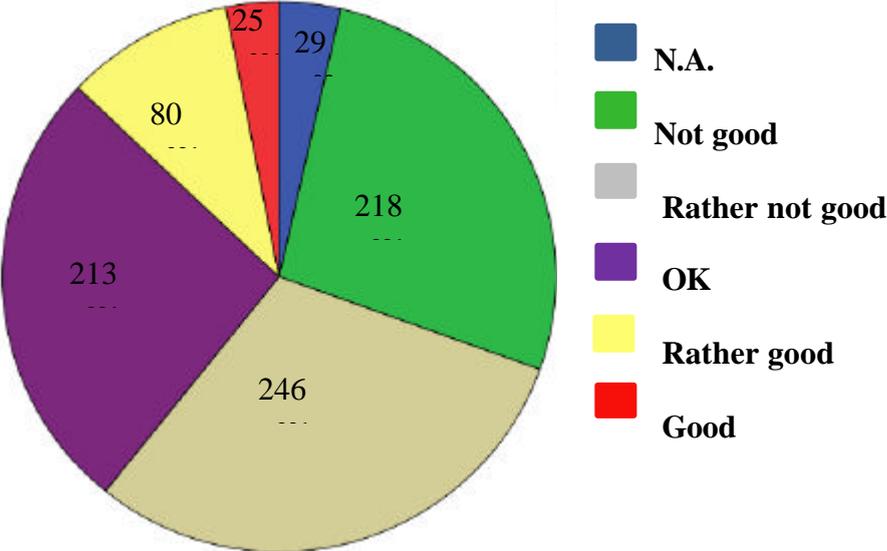


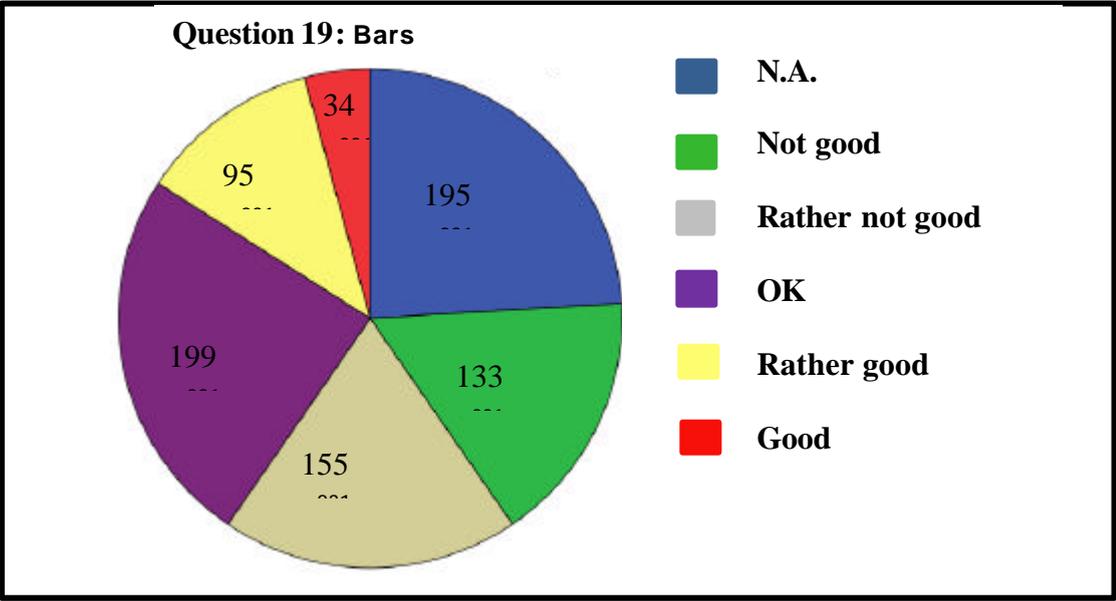
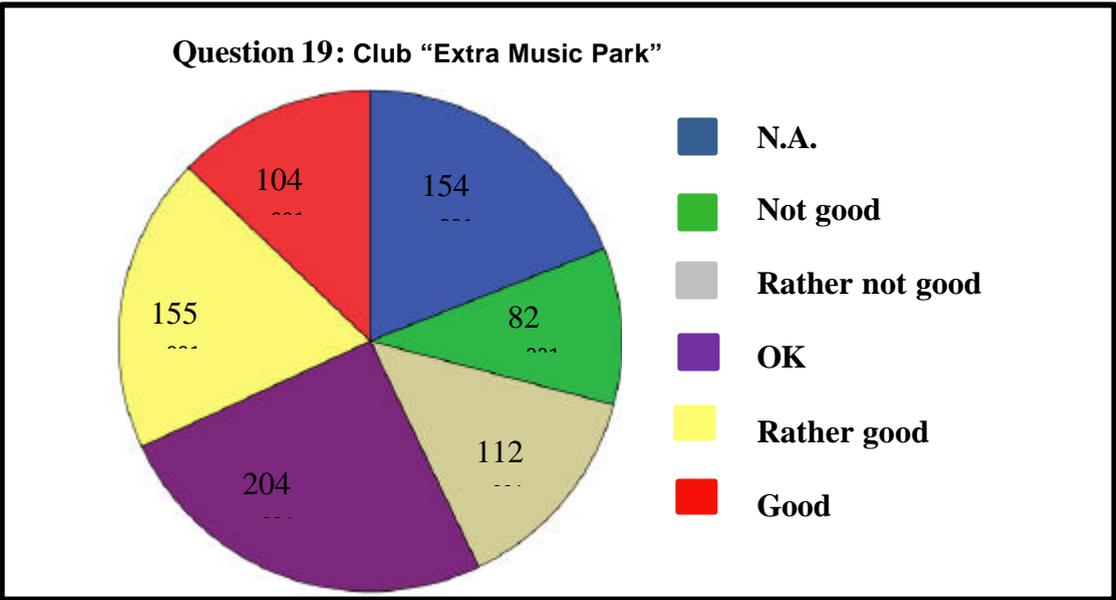
Question 18: Do you think that your opinion is part in the development of the city

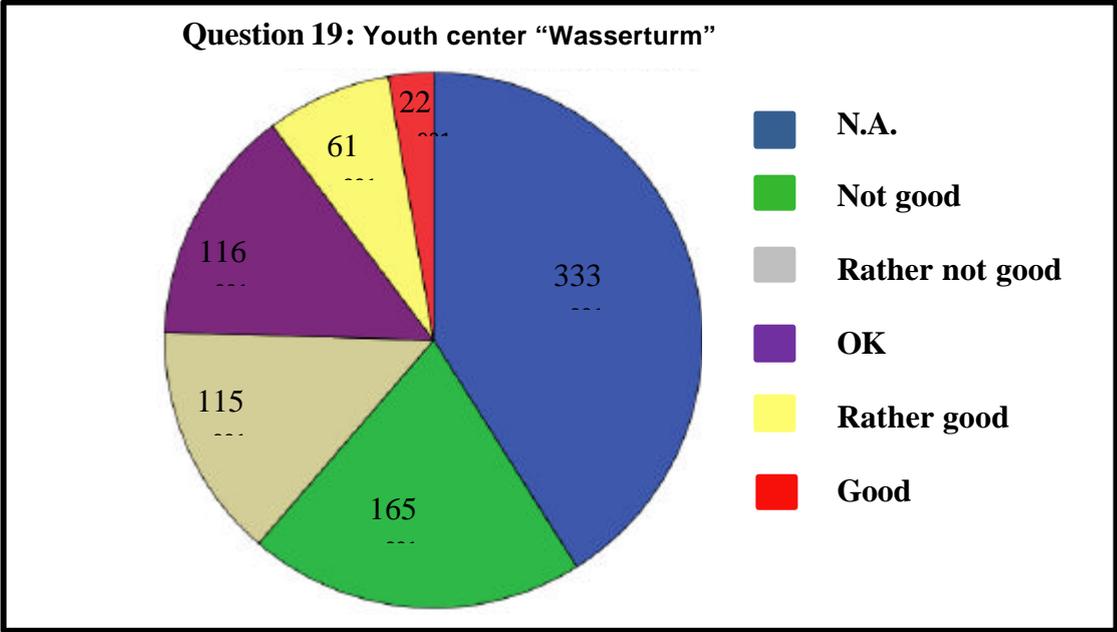
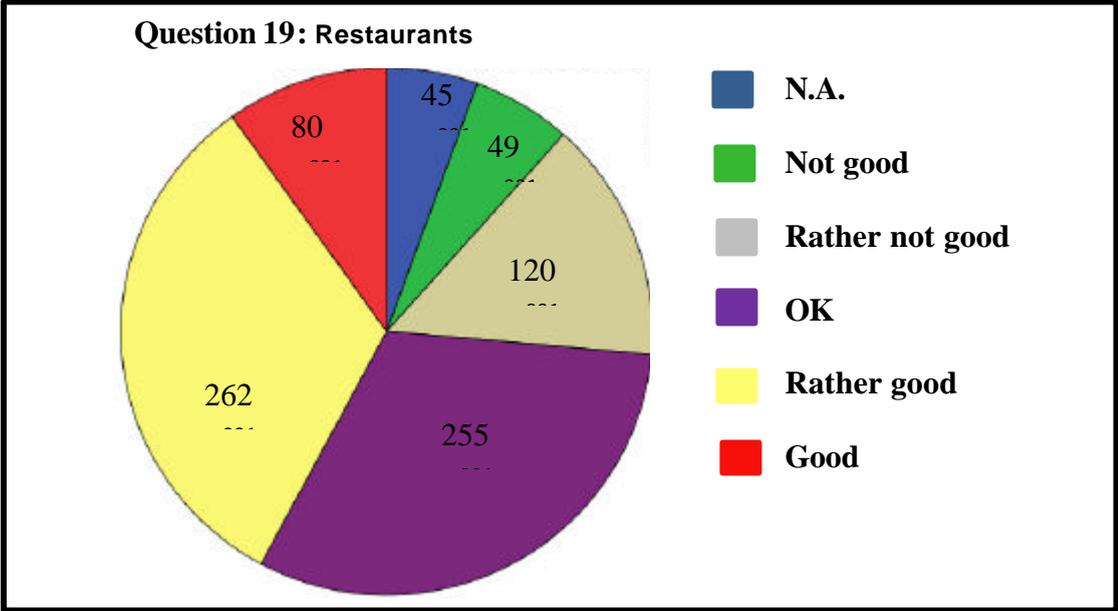


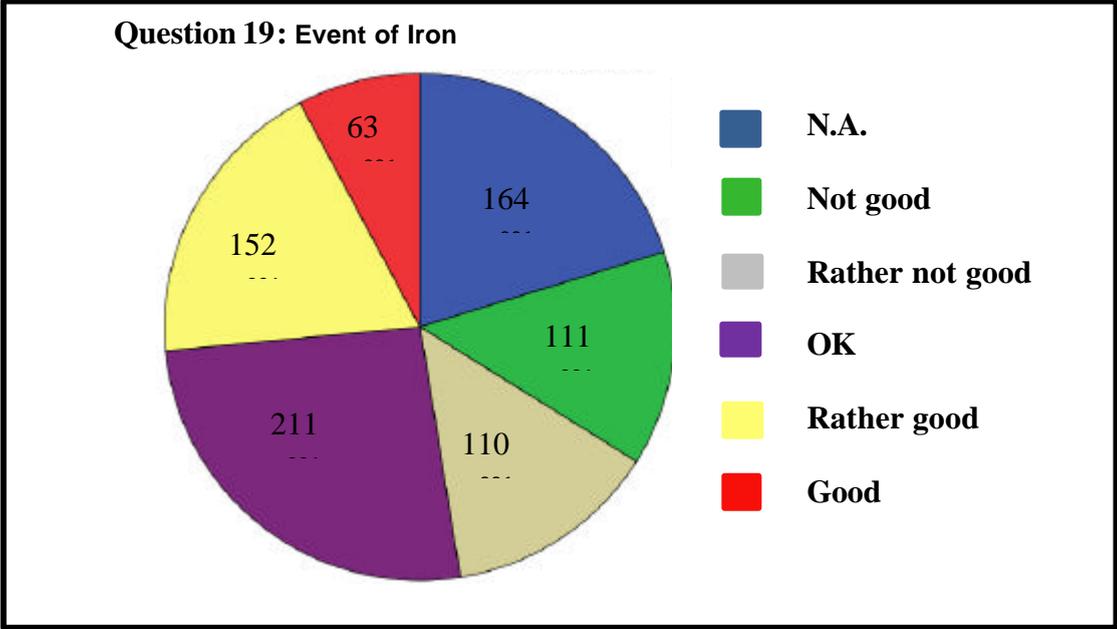
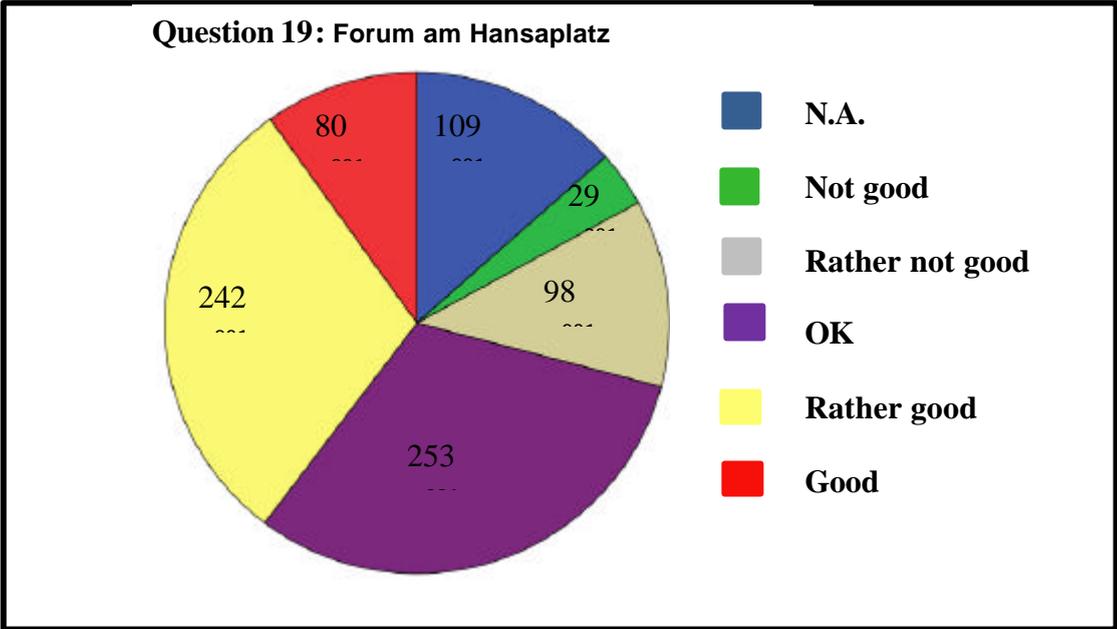
Question 19: Please evaluate the activities of Friesoythe!

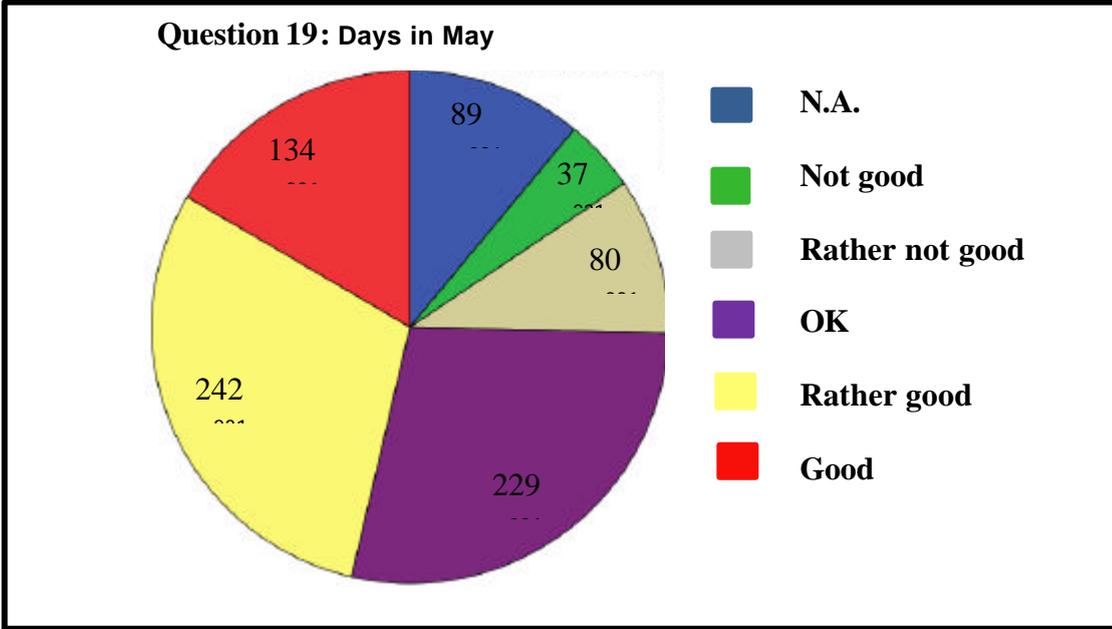
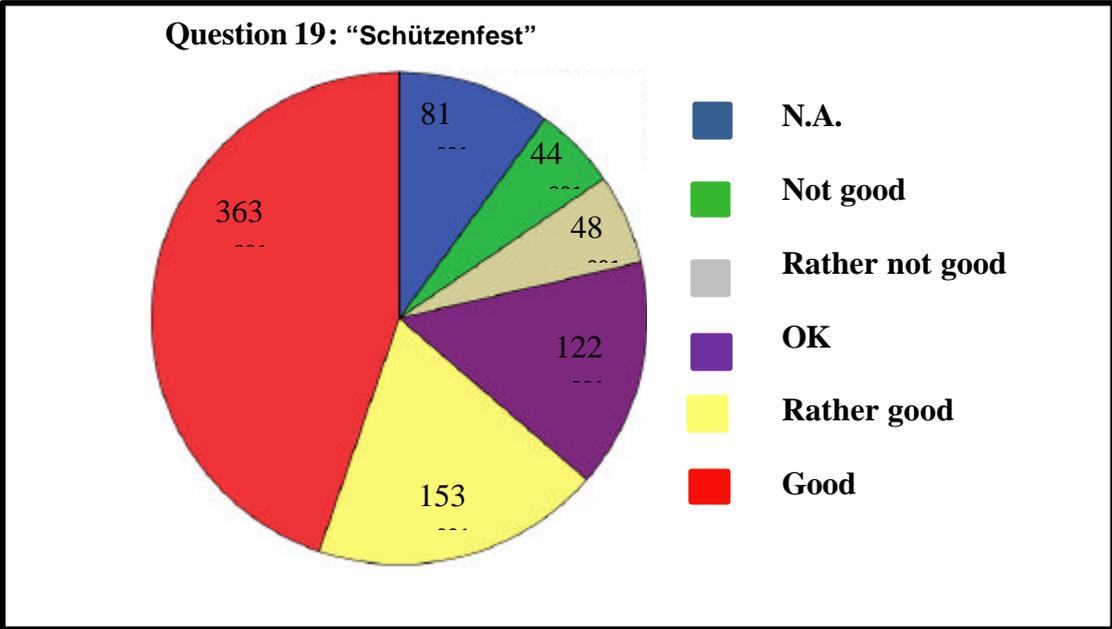
Question 19: Swimming pool



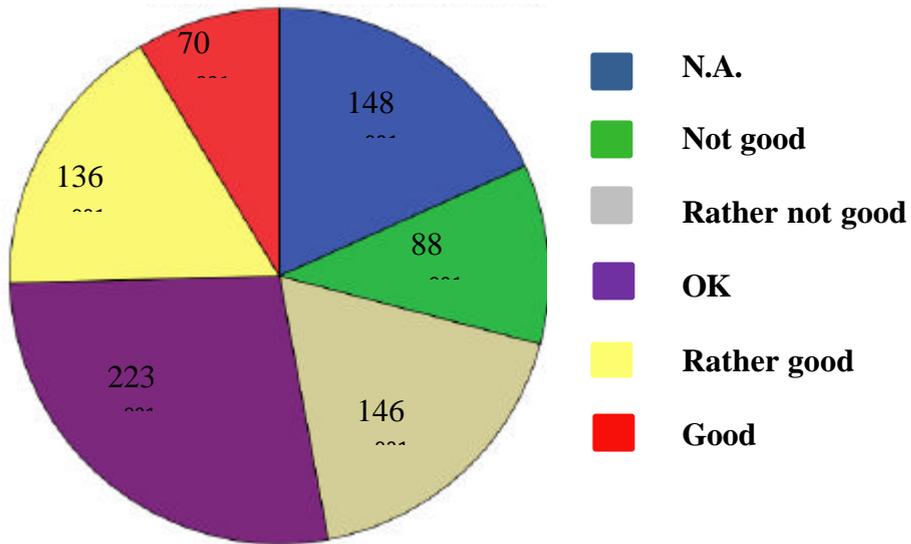




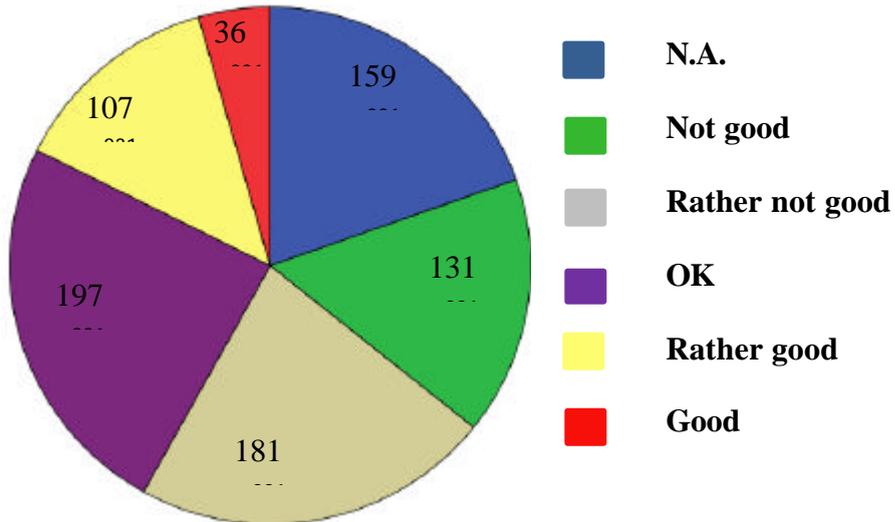




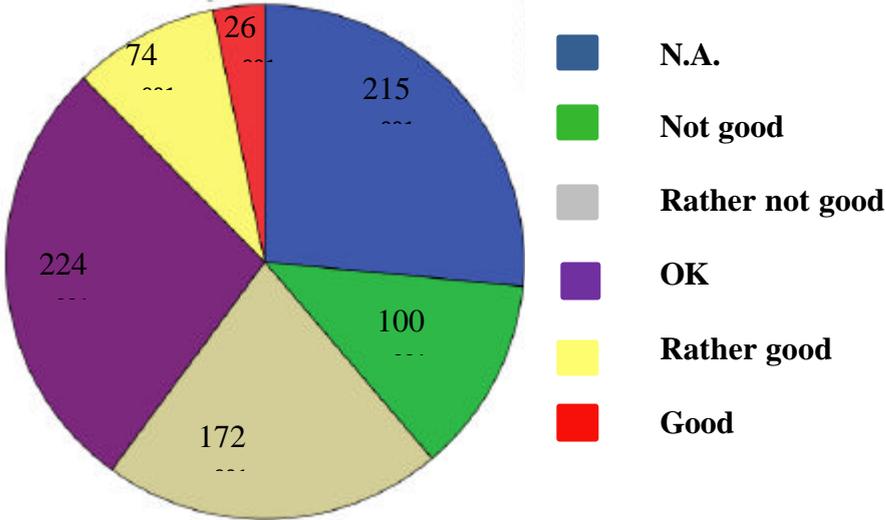
Question 19: Activities in the corresponding areas



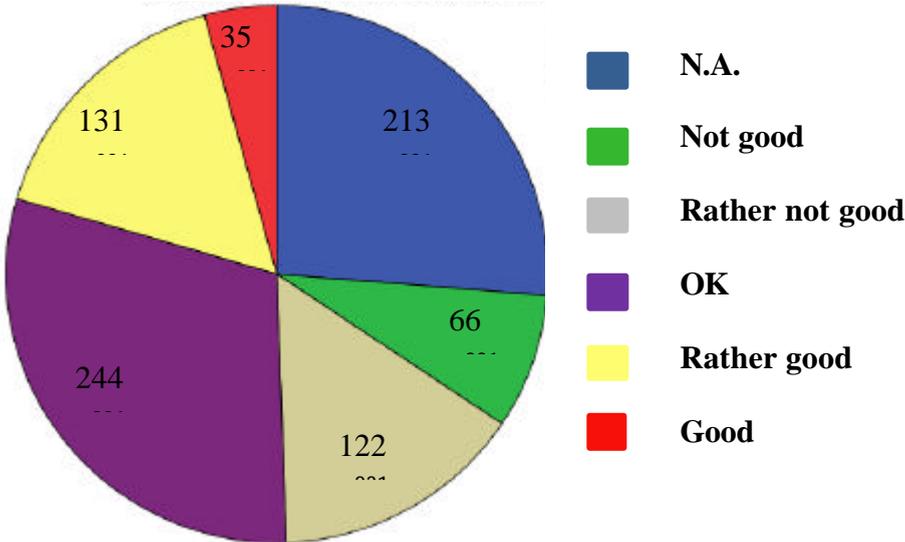
Question 19: Activities for children



Question 19: Communication with the city



Question 19: Internet presence of the city



Question 20: Suggestions for improvement

Suggestion... Cinema

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	23	2,8	100,0	100,0
Missing System	788	97,2		
Total	811	100,0		

Suggestion... Bar

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	93	11,5	100,0	100,0
Missing System	718	88,5		
Total	811	100,0		

Suggestion...More for children (Playgrounds)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	81	10,0	100,0	100,0
Missing System	730	90,0		
Total	811	100,0		

Suggestion... Closing off the swimming pool not for two summer periods

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	6	,7	100,0	100,0
Missing System	805	99,3		
Total	811	100,0		

Suggestion... New swimming pool

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	87	10,7	100,0	100,0
Missing System	724	89,3		
Total	811	100,0		

Suggestion... Other provider for drinks and food at the Forum am Hansaplatz

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Suggestion... Water slide

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	15	1,8	100,0	100,0
Missing	System	796	98,2		
Total		811	100,0		

Suggestion... Bigger swimming pool

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	19	2,3	100,0	100,0
Missing	System	792	97,7		
Total		811	100,0		

Suggestion... Smoke-free bars

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Suggestion... More variety at the Event of Iron

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion... Diving platform

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Sauna

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... More pools outside

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	7	,9	100,0	100,0
Missing System	804	99,1		
Total	811	100,0		

Suggestion... More swimming pools indoor

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	6	,7	100,0	100,0
Missing System	805	99,3		
Total	811	100,0		

Suggestion... More swimming pools for children

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Hygiene (swimming pool)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	5	,6	100,0	100,0
Missing System	806	99,4		
Total	811	100,0		

Suggestion... More investments in public buildings (primary schools)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	3	,4	100,0	100,0
Missing System	808	99,6		
Total	811	100,0		

Suggestion... More activities for youth

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	56	6,9	100,0	100,0
Missing System	755	93,1		
Total	811	100,0		

Suggestion... Sports

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	5	,6	100,0	100,0
Missing System	806	99,4		
Total	811	100,0		

Suggestion... Swimming Pool (climbing wall)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

No suggestion

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	29	3,6	100,0	100,0
Missing	System	782	96,4		
Total		811	100,0		

Suggestion... unnecessary sculpture

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion... Reducing taxes, decrease level of dept

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Suggestion... No Event of Iron anymore

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	17	2,1	100,0	100,0
Missing	System	794	97,9		
Total		811	100,0		

Suggestion... More restaurants

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	26	3,2	100,0	100,0
Missing	System	785	96,8		
Total		811	100,0		

Suggestion... More information about the youth center

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	14	1,7	100,0	100,0
Missing	System	797	98,3		
Total		811	100,0		

Suggestion... Closing of the amusement halls

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Suggestion... better hours to use the bus

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	3	,4	100,0	100,0
Missing	System	808	99,6		
Total		811	100,0		

Suggestion... cheaper restaurants

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion... More restaurants with German food

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion... development of the internet

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	2	,2	100,0	100,0
Missing System	809	99,8		
Total	811	100,0		

Suggestion... Play area swimming pool

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Improvement of the rail for skater

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	4	,5	100,0	100,0
Missing System	807	99,5		
Total	811	100,0		

Suggestion... Better organization of the activities

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	3	,4	100,0	100,0
Missing System	808	99,6		
Total	811	100,0		

Suggestion... More activities for youth in the youth center

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	18	2,2	100,0	100,0
Missing System	793	97,8		
Total	811	100,0		

Suggestion... „Schützenfest“ arranged as in villages

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion... Costs for the new swimming pool are too high

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	3	,4	100,0	100,0
Missing	System	808	99,6		
Total		811	100,0		

Suggestion... Facebook

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	6	,7	100,0	100,0
Missing	System	805	99,3		
Total		811	100,0		

Suggestion... Back to profile of “Hanseastadt”

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	6	,7	100,0	100,0
Missing	System	805	99,3		
Total		811	100,0		

Suggestion... Using money for sculptures and traffic cycle not necessary

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	10	1,2	100,0	100,0
Missing	System	801	98,8		
Total		811	100,0		

Suggestion... Change the club “Extra“ (Protection of youth)

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	40	4,9	100,0	100,0
Missing	System	771	95,1		
Total		811	100,0		

Suggestion... Improvement of the homepage

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... More involvement of the opinion of the citizens

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	7	,9	100,0	100,0
Missing System	804	99,1		
Total	811	100,0		

Suggestion... Pedestrian zone

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Improved youth center

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	8	1,0	100,0	100,0
Missing System	803	99,0		
Total	811	100,0		

Suggestion... Arrange the Event of Iron more attractive

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	6	,7	100,0	100,0
Missing System	805	99,3		
Total	811	100,0		

Suggestion... Improvement of the hospital

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion...Events in the Forum am Hansaplatz for adolescents and young adults

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	2	,2	100,0	100,0
Missing System	809	99,8		
Total	811	100,0		

Suggestion... Spending less money for expensive rebuilding, more meaningful

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Swimming pool more attractive for families

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	4	,5	100,0	100,0
Missing System	807	99,5		
Total	811	100,0		

Suggestion... More events concerning the city

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Improve Social Media

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	4	,5	100,0	100,0
Missing System	807	99,5		
Total	811	100,0		

Suggestion... More involvement of the villages

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion...Events in the Forum am Hansaplatz for adolescents and young adults

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	2	,2	100,0	100,0
Missing System	809	99,8		
Total	811	100,0		

Suggestion... Spending less money for expensive rebuilding, more meaningful

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Swimming pool more attractive for families

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	4	,5	100,0	100,0
Missing System	807	99,5		
Total	811	100,0		

Suggestion... More events concerning the city

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Improve Social Media

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	4	,5	100,0	100,0
Missing System	807	99,5		
Total	811	100,0		

Suggestion... More involvement of the villages

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... New activities at the Days in May

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	5	,6	100,0	100,0
Missing System	806	99,4		
Total	811	100,0		

Suggestion... More activities in the swimming pool (Aqua Aerobic)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	12	1,5	100,0	100,0
Missing System	799	98,5		
Total	811	100,0		

Suggestion... More shopping possibilities (H&M)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... New sport equipment in gyms

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Combine the Event of Iron with the Christmas Market

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... LED Wall

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... More communication on the part of the city with the citizens

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	6	,7	100,0	100,0
Missing System	805	99,3		
Total	811	100,0		

Suggestion... More information for the citizens about projects.

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... More workplaces

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	1	,1	100,0	100,0
Missing System	810	99,9		
Total	811	100,0		

Suggestion... Refurbishment of swimming pool (not new construction)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	3	,4	100,0	100,0
Missing System	808	99,6		
Total	811	100,0		

Suggestion... Restaurant (KFC)

	Frequency	Percent	Valid Percent	Cumulated Percent
Valid Yes	3	,4	100,0	100,0
Missing System	808	99,6		
Total	811	100,0		

Suggestion... More internet cafés

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion...Clarify the background of the Event of Iron

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion... Better snack bars

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	3	,4	100,0	100,0
Missing	System	808	99,6		
Total		811	100,0		

Suggestion... Spending more money for family, children and schools instead of events

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Suggestion... More shopping possibilities

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Suggestion... More public events

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Suggestion... Bigger "Schützenfest"

		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

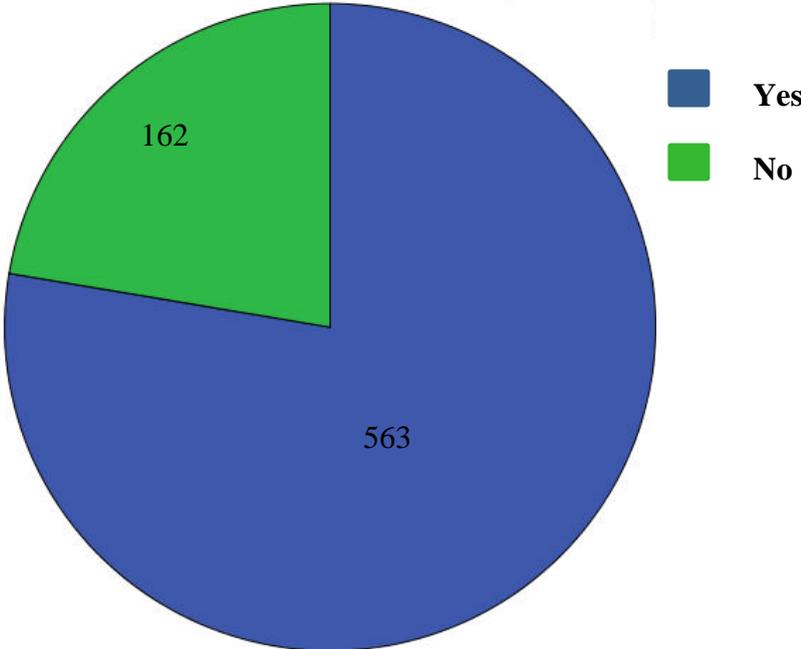
Suggestion... Offering a swimming lake instead of a swimming pool

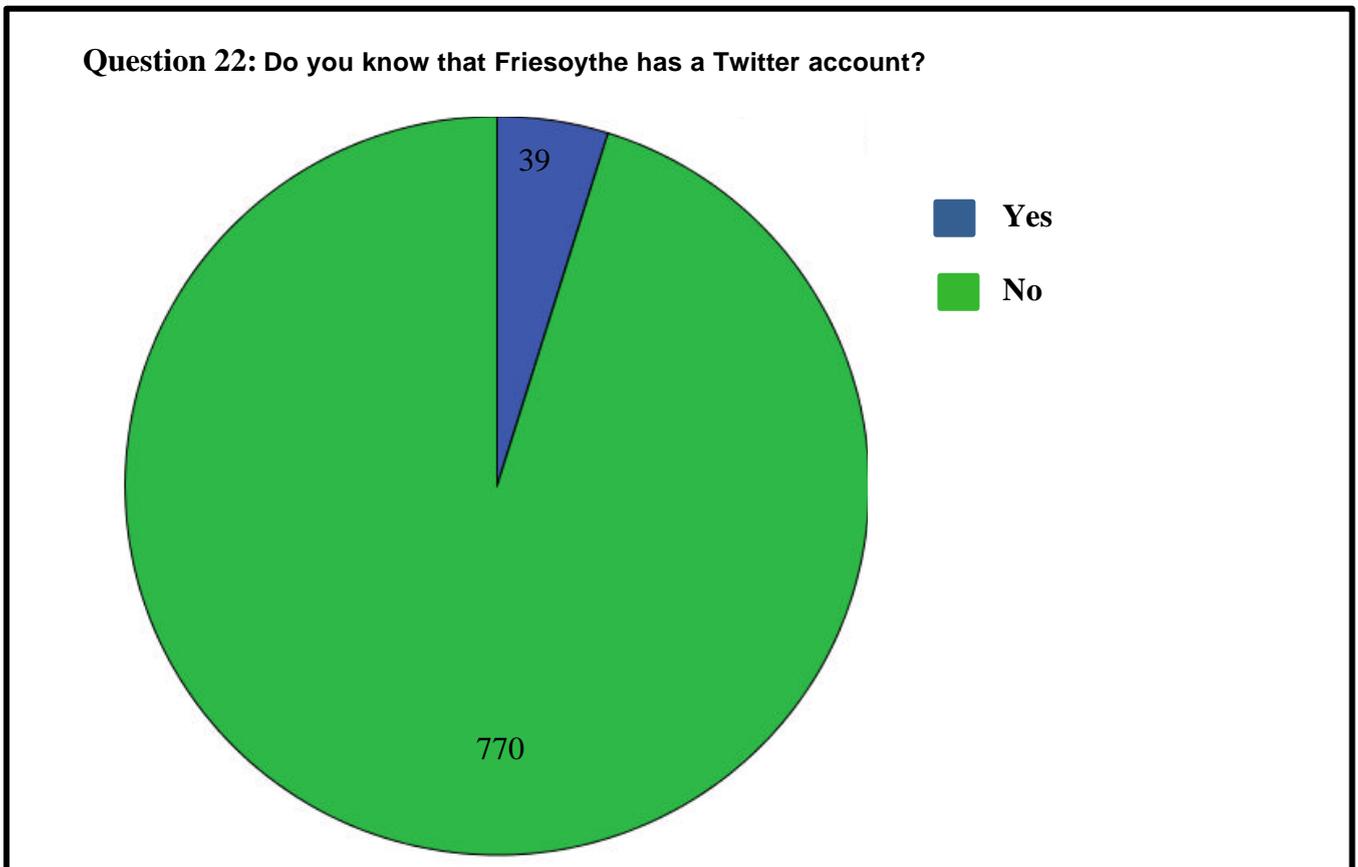
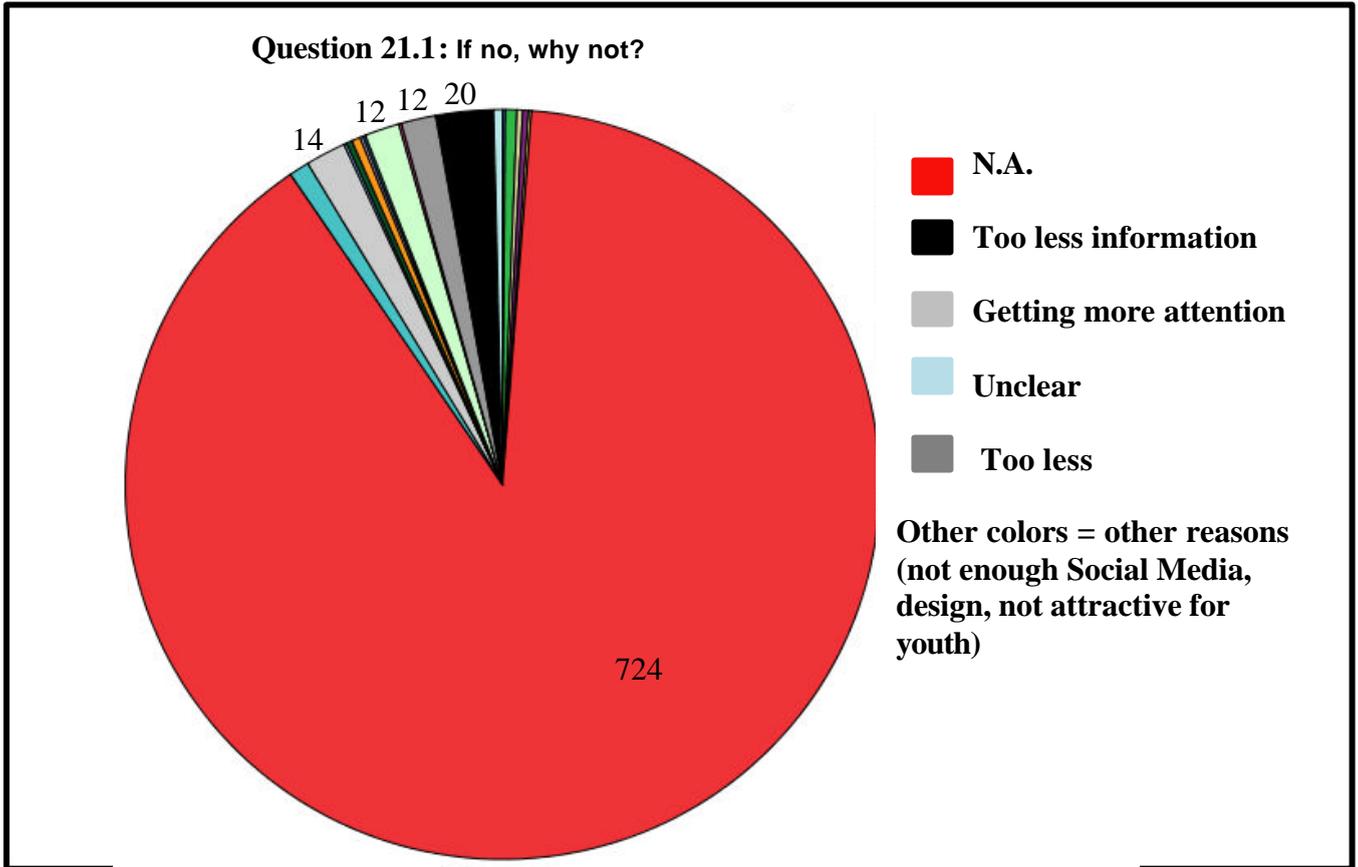
		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	1	,1	100,0	100,0
Missing	System	810	99,9		
Total		811	100,0		

Suggestion... More right to say in a matter

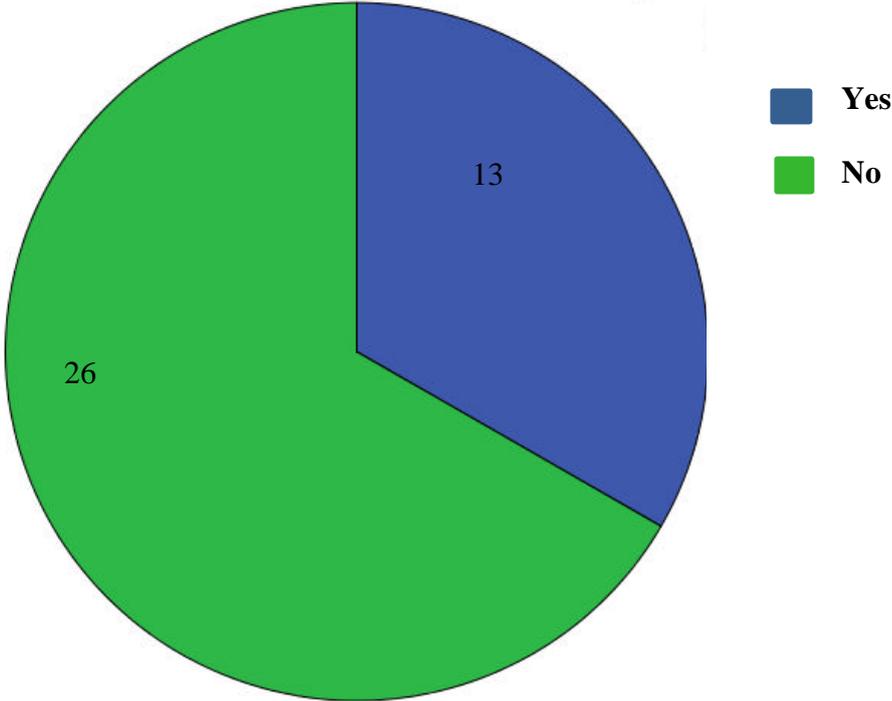
		Frequency	Percent	Valid Percent	Cumulated Percent
Valid	Yes	2	,2	100,0	100,0
Missing	System	809	99,8		
Total		811	100,0		

Question 21: Are you satisfied with the internet profile of the City Friesoythe?

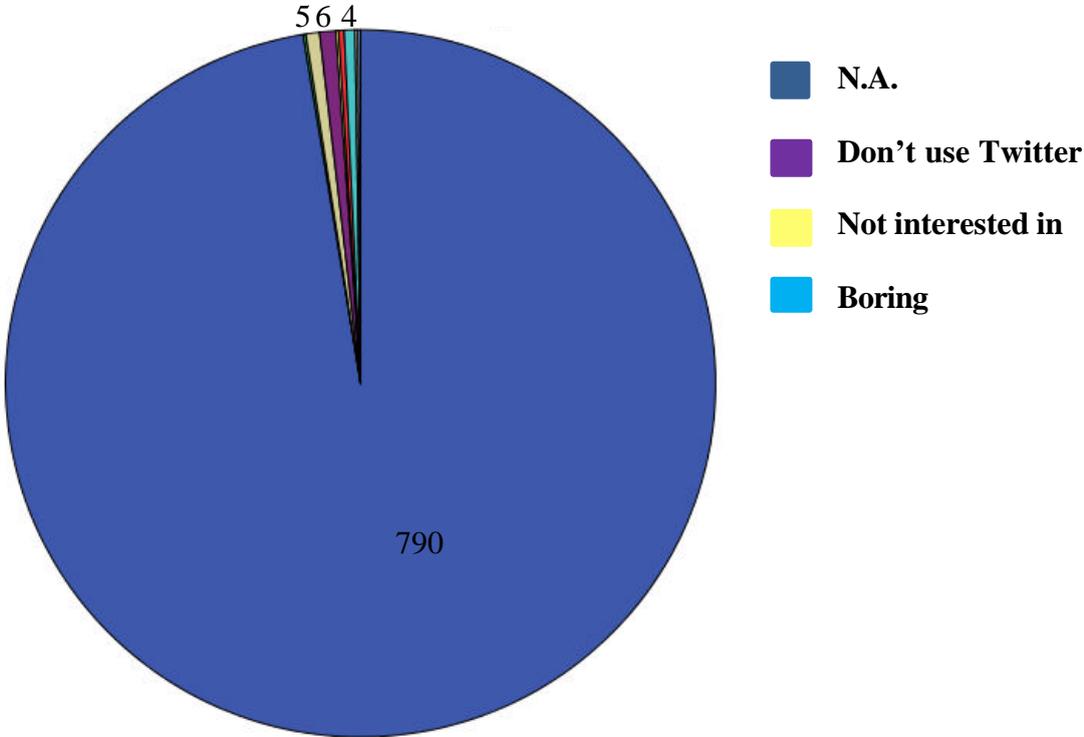




Question 23: Do you follow the tweets of Friesoythe at Twitter regularly?



Question 23.1: If no, why not?



8.3 APPENDIX 3: CHI SQUARE TEST

Between the age and knowledge of the „Forum am Hansaplatz“

Case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age and knowledge of „Forum am Hansaplatz“	808	99,6%	3	0,4%	811	100,0%

Age * Knowledge of the “Forum am Hansaplatz” Cross tabulation

Count

		Knowledge of “Forum”		Total
		Yes	No	
Age	13-15	220	12	232
	16-21	400	17	417
	22-27	151	8	159
Total		771	37	808

Chi-Square-Tests

	Value	df	Asymp. Sig. (2-sided)
Person Chi-Square	,502 ^a	2	,778
Likelihood-Ratio	,502	2	,778
Linear-by-linear Association	,026	1	,873
N of valid cases	808		

a. 0 cells (0,0%) have expected to count less than 5. The minimum expected count is 7,28.

No Combination given

The Chi-square analysis cannot be adapted in this case because the person chi-square is not counted less than 0,05. The conditions of a chi-square analysis cannot be met.

Between the age and visits of the “Forum am Hansaplatz”

Case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * visits of the “Forum am Hansaplatz”	768	94,7%	43	5,3%	811	100,0%

Age * Visits of the “Forum am Hansaplatz”

Cross tabulation

Count

		Visited the Forum		Total
		Yes	No	
Age	13-15	198	22	220
	16-21	350	49	399
	22-27	104	45	149
Total		652	116	768

Chi-Square-Tests

	Wert	df	Asymp. Sig. (2-sided)
Person Chi-Square	33,435 ^a	2	,000
Likelihood-Ratio	29,231	2	,000
Linear-by-linear Association	24,440	1	,000
N of valid cases	768		

a. 0 cells (0,0%) have expected to count less than 5. The minimum expected count is 22,51.

Combination given

The Chi-square analysis can be adapted in this case because less than 20% have counted less than 5 (0%). The person chi-square is counted less than 0,05. The conditions of a chi-square analysis can be met. There is a connection between the age and the visits of the “Forum am Hansaplatz”.

Between the age and knowledge of the profile “City of Iron”

Case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * knowledge of the City of Iron	811	100,0%	0	0,0%	811	100,0%

Age * Knowledge of the profile “City of Iron”
Crosstabulation

Count

		Knowledge of the City of Iron		Total
		Yes	No	
Age	13-15	229	4	233
	16-21	413	6	419
	22-27	154	5	159
Total		796	15	811

Chi-Square-Tests

	Value	df	Asymp. Sig. (2-sided)
Person Chi-Square	1,894 ^a	2	,388
Likelihood-Ratio	1,676	2	,433
Linear-by-linear Assosiation	,801	1	,371
N of valid cases	811		

a. 2 cells (33,3%) have expected count less than 5. The minimum expected count is 2,94.

No combination given

The Chi-square analysis cannot be adapted in this case because more than 20 % have counted less than 5 (33.3%). The conditions of a chi-square analysis cannot be met.

Between the age and visit of the event of iron 2012

Case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * Visit the event of Iron 2012	803	99,0%	8	1,0%	811	100,0%

Age * Visit the event of iron 2012

Cross tabulation

Count

		Visit event of iron 2012		Total
		Yes	No	
Age	13-15	159	72	231
	16-21	235	180	415
	22-27	86	71	157
Total		480	323	803

Chi-Square-Tests

	Value	df	Asymp. Sig. (2-sided)
Person Chi-Square	11,221 ^a	2	,004
Likelihood-Ratio	11,440	2	,003
Linear-by-linear Association	9,017	1	,003
N of valid cases	803		

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 63,15.

Combination given

The Chi-square analysis can be adapted in this case because less than 20% have counted less than 5 (0%). The person chi-square is counted less than 0,05. The conditions of a chi-square analysis can be met. There is a connection between the age and the visits of the event of iron in 2012.

Between sex and knowledge of the Twitter account from the city of Friesoythe

Case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sex * knowledge of the Twitter Account from the city of Friesoythe	805	99,3%	6	0,7%	811	100,0%

Sex * knowledge of the Twitter Account from the city of Friesoythe Cross tabulation

Count

		Knowledge of the Twitter Account of Friesoythe		Total
		Yes	No	
Sex	Male	20	337	357
	Female	19	429	448
Total		39	766	805

Chi-Square-Tests

	Wert	df	Asymp. Sig. (2-sided)
Person Chi-Square	,798 ^a	1	,372
Likelihood-Ratio	,793	1	,373
Linear-by-linear association	,798	1	,372
N of valid cases	805		

No Combination given

The Chi-square analysis cannot be adapted in this case because the person chi-square is not counted less than 0,05. The conditions of a chi-square analysis cannot be met.

8.4 APPENDIX 4: FORMULA MARGIN OF ERROR 3 %

$$E = Z \times \frac{\sqrt{p \cdot (1-p)}}{\sqrt{n}}$$

$$E = 1,96 \times \frac{\sqrt{0,0175573745189877}}{\sqrt{811}}$$

$$E = 1,96 \times 0,0175573745189877$$

$$E = 0,034412 \approx 0,03 = 3 \%$$

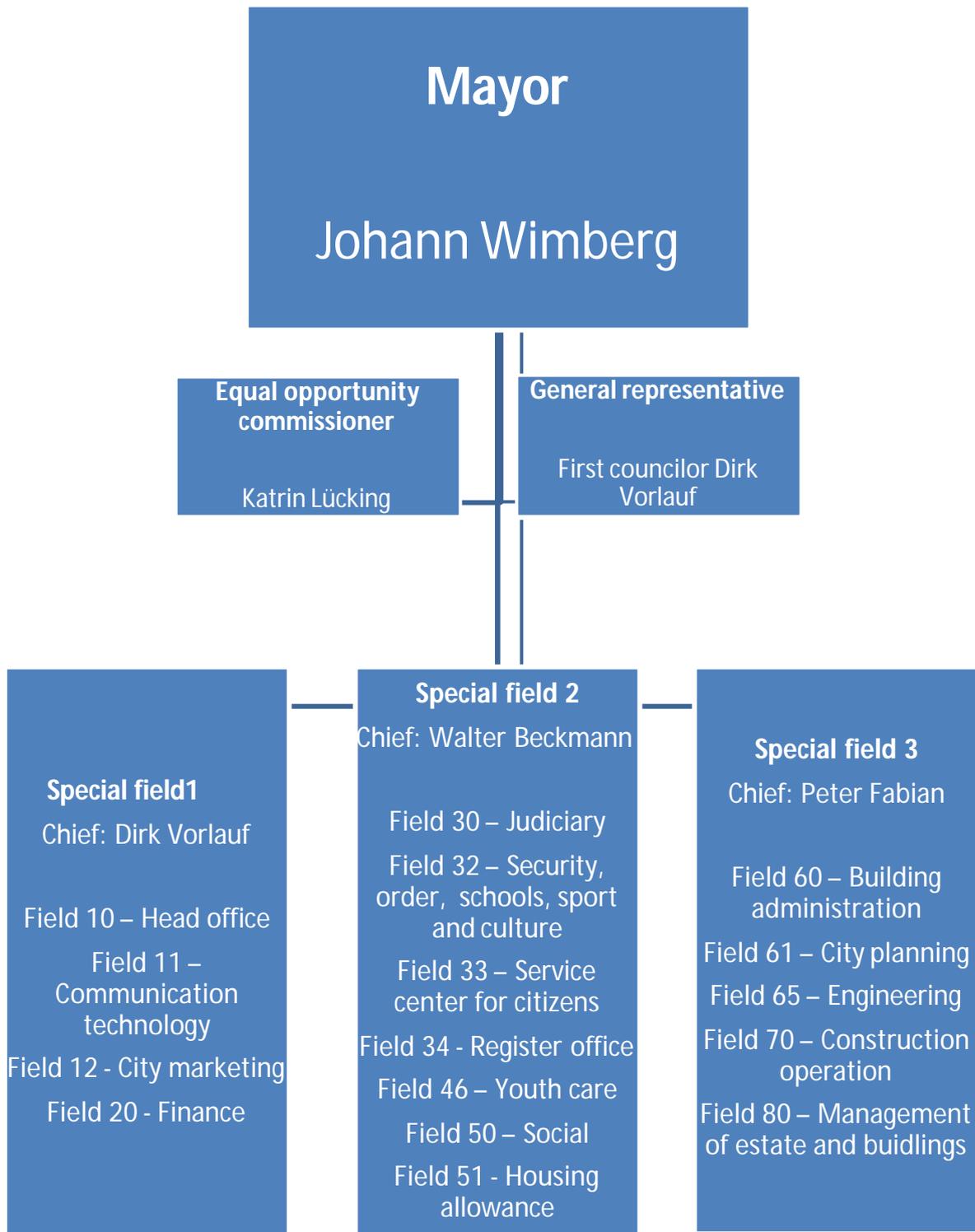
E = Margin of error

Z = Probability 95% (1,96)

P = estimated prevalence (not known 0,5)

N = Participants 811

8.5 APPENDIX 5: ORGANIGRAM OF CITY HALL



8.6 APPENDIX 6: SERVICES OF THE CITY HALL

Departments of Friesoythe

Within the city hall at the destination “An der alten Mühlenstraße 12” in Friesoythe different departments can be found. The functions of these departments are to answer questions of the citizens and visitors of the city. A precise and clear division of these departments simplifies the concrete search of the citizens.

Building inspection office

The building inspection office is responsible for demolition of buildings, the connection for sewerage, felling a tree, building grounds, building requests, requests for curbstones, regional planning and development, cemetery, awarding for house numbers.

Tax office

The functions of the tax office are lying within the taxes, declaration of dogs, certificates of donations and the entertainment tax.

Regulatory agency

The regulatory agency is responsible for the permissions of stand-up displays, board of weights and measures, fires (Easter fires), permission of fishery, permissions of taverns and the trade office.

Main office

The activities of the main office are laying within different anniversaries, office supplies, tributes, loan of flags, the “Forum at the Hansaplatz”, the homepage and marketing.

Social assistance office

The social assistance office is responsible for the age care, matters of asylum, transients, fees of play schools, play schools, requests for care allowance, social benefits, day care, day nannies and requests for housing allowance.

Service center for citizens (BSC = Bürgerservicecenter)

The service center for citizens care about the creation of identity cards, certifications, registration office, lost property, driving license, certificate of health, investigations of youth protection, passport for children and tax cards.

Head office

The activities of the head office in the city hall are the phone for citizens, request for eyeless money, center of collect charges (GEZ = Gebühreneinzugszentrale), Yellow Bag and the income tax statement.

Civil registry office

The civil registry office is responsible for asking, marriage, family name of the children, birth certificate, marriage certificate, exit of the church and civil unions.

Housing allowance

The tasks of the office of the housing allowance are the subsidy for schoolbooks and the building promotion.

Pay office

Activities of the pay office are the book keeping, the collection authorization and the cash box.

Job center

The job center is responsible for the transients older than 65 and the jobless people.

Youth center

The youth center is responsible for the holiday passes and the promotion of youth journeys.

Buyback center

The function of the buyback center is the green prunings.

Opening hours

Opening hours of the administration

Monday - Friday 8.30 a.m. - 12.30 p.m.

Monday - Thursday 2 p.m. - 4 p.m. or by arrangement

Social area closed Wednesdays

Opening hours service center for citizens

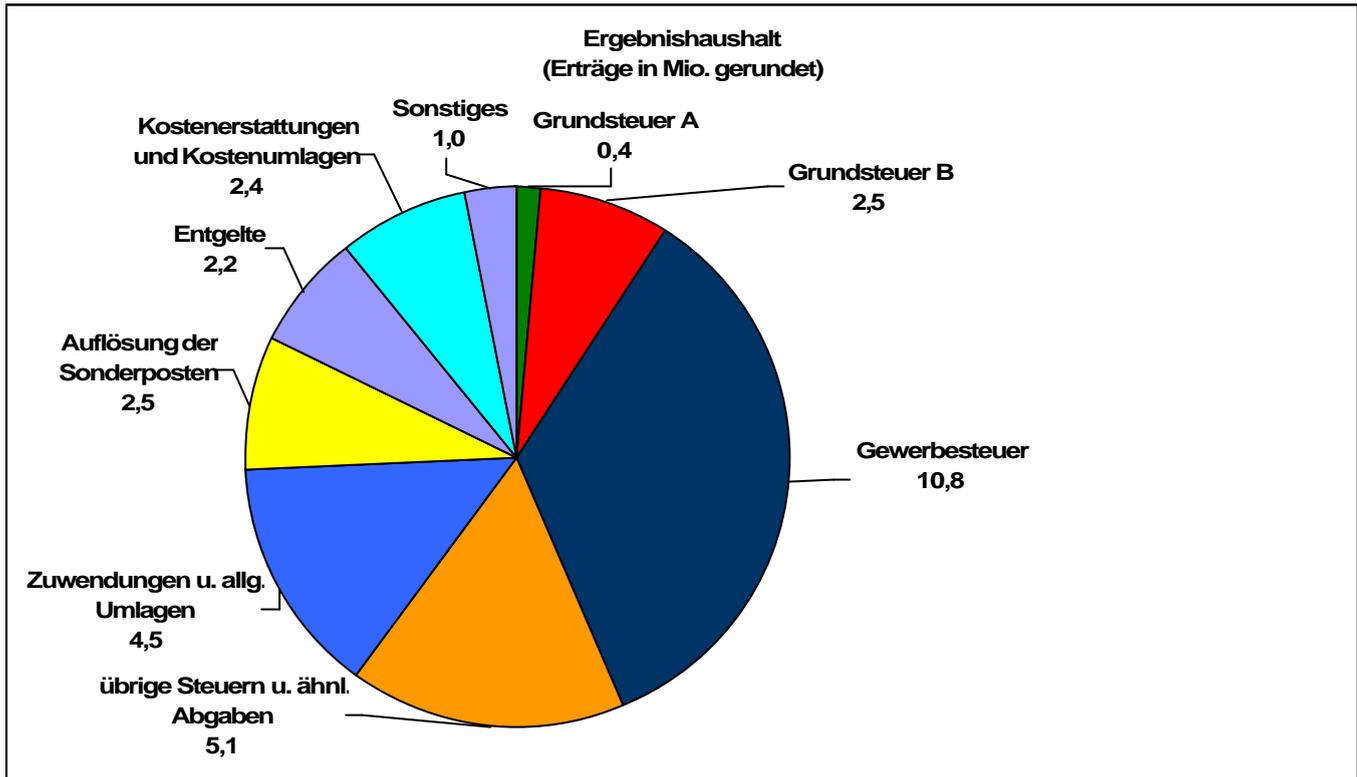
Monday - Thursday 8 a.m. – 5 p.m.

Friday 8 a.m. – 1 p.m.

Saturday 10 a.m. – 12 a.m.

Phone for citizens (Germany) 04491/9293-99 – Standby service : (Germany) 0171-2118307

8.7 APPENDIX 7: PICTURE OF PROFIT AND LOSS BUDGET



8.8 APPENDIX 8: AMOUNT OF PEOPLE WITH CULTURAL BACKGROUND IN FRIESOYTHE

This list provides the amount of people within the target group (13-27 year old) with a cultural background living in Friesoythe.

Statistik Geburtsjahrgänge - gesamter Zuständigkeitsbereich
Stichtag: 15.04.2013

Geb.- Jahr	Einwohner insgesamt			Deutsche			Ausländer			dav. EU-Bürger			Doppelstaatler		
	ges	M	W	ges	M	W	ges	M	W	ges	M	W	ges	M	W
1973	253	134	119	229	121	108	24	13	11	16	10	6	26	12	14
1974	243	122	121	220	105	115	23	17	6	16	14	2	31	18	13
1975	253	135	118	232	123	109	21	12	9	13	9	4	31	16	15
1976	238	126	112	209	106	103	29	20	9	17	15	2	28	15	13
1977	244	136	108	211	114	97	33	22	11	23	19	4	32	17	15
1978	242	134	108	212	114	98	30	20	10	17	16	1	30	13	17
1979	260	135	125	228	119	109	32	16	16	13	8	5	23	11	12
1980	272	127	145	245	109	136	27	18	9	19	15	4	28	18	10
1981	255	112	143	230	100	130	25	12	13	14	9	5	28	13	15
1982	259	131	128	231	114	117	28	17	11	18	13	5	36	11	25
1983	255	137	118	240	126	114	15	11	4	10	9	1	38	23	15
1984	245	148	97	218	128	90	27	20	7	17	14	3	38	25	13
1985	240	134	106	208	108	100	32	26	6	24	21	3	35	25	10
1986	277	149	128	246	126	120	31	23	8	25	20	5	37	26	17
1987	291	157	134	268	138	130	23	19	4	20	18	2	39	15	24
1988	311	161	150	282	141	141	29	20	9	25	17	8	38	26	12
1989	278	140	138	252	121	131	26	19	7	21	15	6	34	16	18
1990	310	176	134	286	158	128	24	18	6	21	16	5	34	17	17
1991	268	156	112	246	142	104	22	14	8	17	13	4	29	15	14
1992	281	146	135	265	138	127	16	8	8	7	4	3	33	18	15
1993	289	148	140	275	139	136	13	9	4	8	6	2	19	12	7
1994	315	147	168	296	132	164	19	15	4	8	7	1	22	9	13
1995	298	155	143	293	152	141	5	3	2	1	0	0	20	9	11
1996	345	179	166	334	174	160	11	5	6	3	0	3	15	12	7
1997	293	156	137	282	149	133	11	7	4	3	3	0	8	3	5
1998	281	152	129	275	149	124	6	3	3	1	1	0	12	5	7
1999	300	134	166	290	130	160	10	4	6	1	1	0	7	3	4
2000	259	121	138	250	117	133	9	4	5	1	0	1	8	3	5
2001	282	138	144	277	135	142	5	3	2	2	0	8	4	4	4
2002	268	143	125	263	141	122	5	2	3	2	0	8	8	0	0
2003	247	129	118	240	125	115	7	4	3	2	1	1	6	4	2
2004	259	132	127	255	130	125	4	2	2	1	1	0	6	2	4

8.9 APPENDIX 9: ASSOCIATION TO GEN Y

Comparing the target group of the bachelor thesis and the Generation Y (GEN Y) (Van den Bergh/Behrer 2011, S. 5 et sqq.) there is a connection between them because of the frequently use of the internet and Social Media and the range of the age.

The range of the age of GEN Y lies between 13 and 25 years and varies minimal from the age of the target group from the bachelor thesis. The significant relation lies within the character trait of the target group. The constant use of the mobile internet and the steady communication via Social Media is typical for the target group and GEN Y as well.

For GEN Y the communication with friends via internet is most essential. Within the varying types of Social Media different friendships will be built up. GEN Y cultivates different friendships for different areas/issues in their lives. Therefore they have various circles of friends.

The “real” life stays in reality (outside of Social Media). The created world within Social Media offers a platform to extend the existing life.

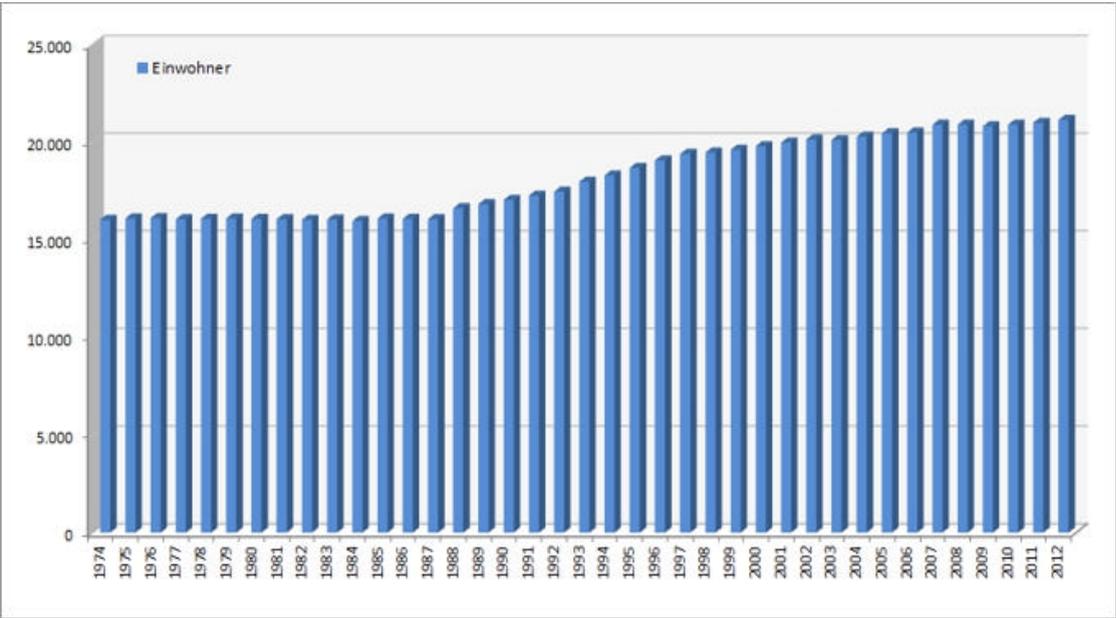
The lifestyle of GEN Y is based on a familial, secure and intimate surrounding within the private and the public area. Especially for companies is this fact vitally important. Brands have to be stable and radiate security and authenticity. Exactly because of this fact the big and known companies are so successful with GEN Y.

Special attention should be offered for the amicable relation from the companies with GEN Y in order to improve the missing confidence. On part of GEN Y there is a lack of faith and confidence to organizations (Bergh & Behrer, 2011).

With this given information the marketing strategies of the city Friesoythe could be improved in order to enhance and realize the strategies more successful and target oriented.

8.10 APPENDIX 10: DEVELOPMENT OF POPULATION

The development of the population figure has changed from 1974 until 2012 as follows.



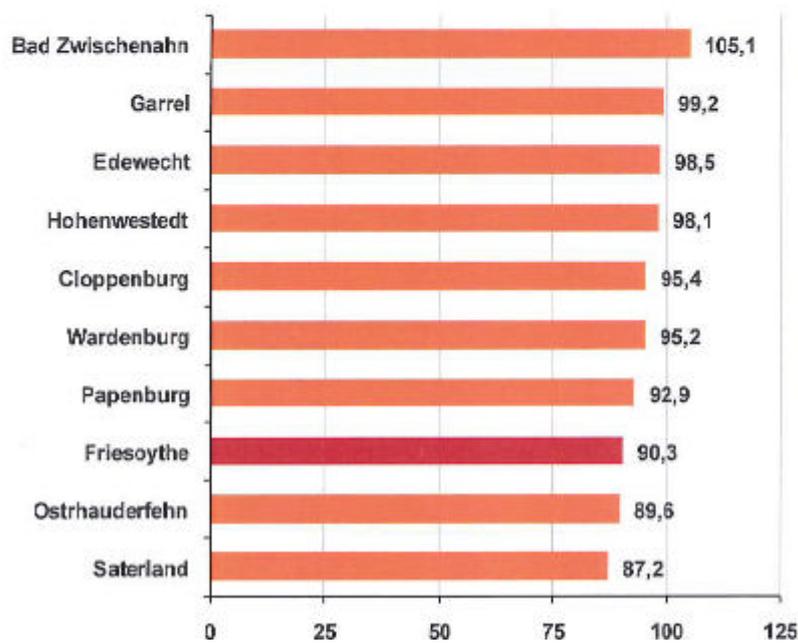
8.11 APPENDIX 11: PICTURE OF PURCHASING POWER OF FRIESOYTHE

4. Bestands- und Problemanalyse

4.1 Kaufkraftverhältnisse und Marktgebiet

Die Kaufkraft einer Region ist abhängig vom Einkommen der jeweiligen Bevölkerung. Dies wiederum ist unter anderem abhängig von der wirtschaftlichen Entwicklung der Region bzw. der Stadt oder der Gemeinde.

Abb. 51: Einzelhandelsrelevante Kaufkraftkennziffern im regionalen Vergleich



8.12 APPENDIX 12: RESULTS OF THE COMPETITORS ANALYSIS

Results learning opportunities

Seesen

Day care centers for children 6, primary schools 4, special school 1, secondary modern school 1, junior high school 1, secondary school 1, vocational school 1.

Bückeberg

Day care centers for children 12, primary schools 5, secondary school 2, curative pedagogy kindergarten 1

Burgwedel

Day care centers for children 10, all-day school 1, primary school 5, secondary modern school 1, secondary school 1, special school 1

Schortens

Day care centers for children 9, primary schools 7, secondary school 1, integrated comprehensive school 1

Bad Pyrmont

Day care center for children 9, primary schools 5, junior high school 1, secondary schools 1, comprehensive school 1, school for music 1, special school 1

Wittmund

Day care center for children 9, primary schools 6, comprehensive school 1, special school 1, vocational school 1

Duderstadt

Day care center for children 11, primary schools 8, secondary modern school 2, junior high school 1, special school 1, vocational school 1, secondary school 1, professional school for care of elderly 1, school for health and medical, professional school for social pedagogy

Soltau

Day care center for children 7, primary schools 3, secondary modern schools 1, junior high school 1, secondary schools 1, vocational schools 1, special school 1.

Bad Harzburg

Day care center for children 8, primary schools 4, secondary schools 4, vocational school 1, special school 1, college of hotel-management

Rotenburg (Wümme)

Day care center for children 15, primary schools 4, all day school with secondary modern school 1, junior high school 1, special school 1, secondary school 1, evening school 1, vocational school 1, professional school for social care workers 1, adult evening classes 1, music school 1, special school for mentally retarded 1

Friesoythe

Day care center for children 12, primary schools 11, secondary modern school 2, junior high school 1, secondary schools 2, vocational school 1, special school 1

8.13 APPENDIX 13: TIMETABLE MARKETING ACTIVITIES 2013/2014

Timetable marketing activities 2013/2014	
Marketing activity	Time
Presenting results of market research via the newspaper and the homepage	End of October 2013
Improvement of the Twitter account	End of November 2013
Improvement and development of the homepage	End of December 2013
Contact two bars in town for conversation about changing the offers	End of December 2013
Creating a Facebook account	End of January 2014
Creating flyers for the open day in the youth center	January / February 2014
Contacting at least 5 owners of bars / restaurants/ cafes	End of March 2014
Sharing flyers for the open day in the youth center	February / March/April 2014
Open day in the youth center	25th of April 2014
Creating an event plan for the "Forum am Hansaplatz" including 4 events	From July 2014 until July 2015

8.14 APPENDIX 14: POSSIBLE PICTURE OF "EISEN-FRITZ" FOR THE TWITTER ACCOUNT



8.15 APPENDIX 15: EXAMPLE FLYER FOR THE OPEN DAY YOUTH CENTER



Tag der offenen Tür im Jugendzentrum am Wasserturm

Wann? *Freitag, 25. April 2014*
 von 14:00 - 19:00 Uhr

*Ihr wolltet schon immer mal wissen, wie das **Jugendzentrum** von innen aussieht und was ihr dort **erleben** könnt?
Dann kommt zum **Schnuppertag** und lernt das Jugendzentrum kennen!*

Alle Kinder, Jugendlichen und Familien sind herzlich eingeladen diesen Nachmittag mit uns zu verbringen!

Wunsch-Box: *Dort könnt ihr eure Wünsche für Aktivitäten im Jugendzentrum auf Papier schreiben und direkt einwerfen.*

*Ab 15:00 Uhr **Kickerturnier** (kostenlose Anmeldung in 2er Teams bis zum 22.04.2014) mit tollen Gewinnen für den 1. - 3. Platz!*

Tanzauftritt *um 18:00 Uhr der Gruppe "Magic Stars" und der Hip Hop Tanzgruppe des SV Hansa*



*Fragen und Anmeldung
zum Kickerturnier:
jugendpflege@friesoythe.de*

Wir freuen uns auf euch!

Bahnhofstraße 14 26169 Friesoythe 04491 / 1633 www.jugendzentrum-friesoythe.de

8.16 APPENDIX 16: ANALYSIS SOCIAL NETWORK "FACEBOOK"

Analysis social network „Facebook“

The usage of social networks is getting more and more important for municipalities. Reason therefore is the increasing amount of users. The social network Twitter counted in the fourth quarter 2012 288 million active users worldwide. This has been an increase of 40 % between the second and fourth quarter 2012. Accordingly Twitter is the fastest growing social network (Morschhäuser, 2013).

The activities of the city of Friesoythe within the social networks are the usage of a Twitter account. The city doesn't have a Facebook account until now. Reasons therefore are lying in the legal situation. They are saying that the usage of the social-plugins of Facebook (like-button) and the organization of a Facebook-fanpage are against the media law (TMG-Telemediengesetz). Furthermore these aspects are against the Federal Data Protection Act (BDSG) in conformity with the independence country-center for privacy protection (ULD – Unabhängiges Landeszentrum für Datenschutz).

In contrast many municipalities and cities are using a Facebook-fanpage. Examples are the cities Düsseldorf (<https://www.facebook.com/digitalestadtduesseldorf?fref=ts>), Frankfurt on the Main (<https://www.facebook.com/Stadt.Frankfurt.am.Main?fref=ts>) and the city of Puchheim in Bavaria (<https://www.facebook.com/Puchheim>).

Analysis Facebook

To gain a comparison for the city of Friesoythe all cities in Germany with an amount of citizens between 20.000 and 21.000 were asked to the topic "Facebook-fanpage". This limitation has been chosen because of the fact that the city of Friesoythe has a similar amount of 21.138 citizens. These cities were asked to the following aspects:

- Thoughts about a Facebook-fanpage
- Barriers to develop a Facebook-fanpage
- Improvement of the communication with the citizens

In total 38 cities have this amount of citizens in Germany. There are five cities in the biggest Federal State North Rhine-Westphalia. In the second biggest Federal State Bavaria there are seven cities. In Lower Saxony there are seven cities as well and in Hessen five. Four of these cities are within the Federal State Baden-Württemberg and three in Schleswig-Holstein. In Saxony and in Brandenburg there are in each Federal State two cities. In Saxony-Anhalt, in Saarland and in Rhineland-Palatinate there is in each Federal State one city. Within the Federal States Hamburg, Berlin, Bremen, Mecklenburg-West Pomerania and in Thuringia are no cities which could fulfill these criteria (Statistisches Bundesamt, 2012).

Out of these 38 cities seven cities are using a Facebook-fanpage. In total eleven cities did answer the questions.

Outcome

Out of the seven cities which have a Facebook-Fanpage four cities answered. Three of these cities mentioned that an improvement of the communication is one result of the fanpage. Furthermore different parts of the citizens can be contacted. Two of these cities had doubts about the privacy protection. One city decided against the advice of the country-commissioner for privacy protection in Schleswig-Holstein for the usage of a Facebook-fanpage.

A further interesting outcome has been the fact that positive experiences had been made with events through the usage of a Facebook-fanpage. Three of the four cities mentioned to talk about different topics for example, events, job offerings and soft topics.

Another decisive outcome has been the type of entry in the Facebook-fanpage. Emotional entries are more important for the people than the factual ones.

Out of the 31 cities which don't have a Facebook-fanpage until now, seven answered. Only one city didn't consider the development of a fanpage and didn't see an improvement for the communication.

Every of the six other cities did consider building up a Facebook-fanpage. The obstacles had been the maintenance and the up-to-dateness of this fanpage. Further doubts had been the working hours which have to be extended to the weekend. Three of these cities had doubts about the privacy protection.

A positive aspect is to strengthen the communication with the citizens, especially with different parts of the population and with the youth which doesn't read the newspaper.

Conclusion

The conclusion of this analysis is that the privacy protection is not an obstacle to create a Facebook-account at all. Every city has the possibilities to register at Facebook in order to increase the communication with the citizens, visitors and (possible) companies. This aspect is the main positive point for the usage of a Facebook-fanpage. However, every city has to decide on their own whether they want to take this risk or not. The risks of the privacy protection are given and have to be overcome. A further negative aspect is the staff assignment and the maintenance of the fanpage.

One way to overcome the risks of the privacy protection has shown the city Langen in Hesse. In the imprint of their homepage is shown how each user can protect themselves. A detailed explanation shows how each user has to behave for a secure usage of the Facebook-fanpage of the city of Langen. Additionally the contact of the data protection commissioner of Langen is published for further questions of each visitor. This information is available on the homepage of the city of Langen (<http://www.langen.de/c2697/default.html>).

Further aspects which have to be considered building up a Facebook-fanpage

The development of a Facebook-fanpage has a different significance for a city than for a company. One difference is the problem with the name of the fanpage. Companies are using their firm name in order to increase the existing connection with the customer and for an easy recognition.

This cannot be adapted for a city that easy. An online marketing article at 24th of May 2012 shows that cities are not allowed to use the city name. Facebook said that the operator of a Facebook-fanpage is not allowed to use the city name anymore and offered three weeks to change. Otherwise they would lose their administrator rights. Reason therefore is that no one has the right to claim a city or country for themselves (Ludermann, 2012).

Further important aspects are the target group and the targets of the operator of the fanpage. Does the active communication with citizens, visitors and (possible) companies is the main reason? Does this medium will be used to publish general information? Depending on which way the staff assignment will vary. For an active communication a steady maintenance is necessary. There is the possibility that a third party is responsible for the support of the fanpage (tourism office or advertising company). In this connection the risk to lose the real statement is available. Precise contents and targets have to be discussed before (allfacebook, 2012).

Therefore five questions can be summarized:

- What is the target of the fanpage?
- Does the privacy protection is kept?
- Who is responsible for the support and maintenance
- Who is the target group?
- What content will be published?

Result of this analysis is that there are both negative and positive aspects for creating a Facebook-fanpage. Every city has to make their own decision whether they want to make use of the positive aspects and if the negative aspects can be overcome.

8.17 APPENDIX 17: REFLECTION

The writing of this bachelor thesis has been a new experience for me because of the fact that I hadn't created a strategic marketing plan for a city before. Therefore different problems occurred during the writing.

At the beginning a golden thread wasn't visible. The reason therefore has been the definition of the city of Friesoythe. On the one hand I have written about the city itself including the offers of Friesoythe, for example the bars, shopping possibilities and sport clubs. On the other hand I talked about the city as the government including the offered service in the city hall. To differentiate these two aspects has been the first step to get clearer in this thesis. After that defining the marketing mix of the city of Friesoythe has been easier because of a clear view.

I always got enough information from the city to write the internal and external analysis. During the writing of the internal analysis the communication with the first councilor of the city has been time consuming. I have waited between three or four weeks to receive the answers of my questions to complete the internal analysis. During this time several calls didn't support the progress. Waiting for these answers took too much time and hinder me to continue with the thesis.

Writing the external analysis didn't include many problems. Adapting the five forces of Porter to this topic has been more complex because of the fact that this type of analysis couldn't be used in this case. Furthermore the total chapter of the "Sector analysis" couldn't be adapted as well. Getting clear about these facts has been a great step towards a golden thread of this thesis. The definition of the city of Friesoythe before helped in order to write a structured external analysis. After that I adapted all parts of this analysis to the target group and the offerings of the city of Friesoythe.

The most time consuming and exhausting part of this thesis has been the market research. Defining the questions adapted to the target group, creating the flyers from the advertising company including the distribution and collection of more than 1.000 flyers, contacting all schools including the realization of the survey among the pupils, making a general map with a time planning and preparing the stand in the two grocery stores including the six days to complete the pedestrian survey has been the biggest and most varied, communicative and motivating part of this bachelor thesis. I experienced a big acceptance and interest from the participants of the survey. Only the companies where I distributed the flyers didn't participated as I expected. It took two until three weeks to collect all flyers from the companies because of the fact that a lot of them forget where they put the flyers, forget to share them with workmates or dumped them.

I have made the analysis of the filled surveys with the help of a two week available free version of SPSS. Therefore I have waited until I received all filled surveys in order to lose no time of these two weeks. This part of the bachelor thesis has been stressful because of the monotonous work to type each survey. Receiving the diagrams and the results from SPSS and to rewrite it in the thesis wasn't difficult.

After I finished the internal and external analysis I have to compile the SWOT-matrix. I started with the usual structure of it. For this bachelor thesis this structure couldn't be adapted because it wasn't clear enough to divide the strategies in marketing and communication strategies. After that I concluded to focus and divide the strategies into the growth strategies from Ansoff. This way has been better but not satisfying at all. Therefore I divided the SWOT-matrix into direct and indirect strategies. The city of Friesoythe has to satisfy the needs of two different target groups, the usual target group of the bachelor thesis (the adolescents and young adults) and the owner of bars, cafes, restaurants and other companies. The government of Friesoythe can influence the satisfaction of the adolescents and young adults directly with the offers of the city managed by them. But the city of Friesoythe has no influence which owner would locate in this city. They have to make the city appealing to the owners and satisfy their needs as well. Using this structure the strategies are clear and the SWOT-matrix provides a good overview.

After that the strategic marketing plan wasn't that difficult anymore. With this clear structure the marketing objectives and the positioning has been precise. Thinking about different methods and instruments to realize these strategies has been the most creative part in this bachelor thesis.

I had many different ideas before the outcome of the research. After that I had to think about how to realize them. Many other ideas appeared and I decided to use some specific of them. Calculating the budget, writing the evaluation measurements and the conclusion were the last parts in order to finish this thesis.

There are not many parts which I would change afterwards. In my opinion too many flyers were produced from the advertising company. 1,500 flyers would suffice to reach the companies during the market research. I am satisfied with the progress and the results of this bachelor thesis. In the most situations my time planning has been realistic and varied less.

In total I have made a lot of different experiences with this bachelor thesis. I have learned that the usual way is not always the best and that there are more ways to define structures. I really enjoyed writing this thesis even if there were some difficulties to overcome. With this thesis in my portfolio I covered a lot of different strategic marketing plans, for companies producing products, offering services and cities which have to increase its attractiveness for a specific part of the citizens.

