Optimizing the stakeholder management process with the help of stakeholder management tools in the adaptive reuse of churches

Master Thesis

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Construction Management and Engineering

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Eindhoven University of Technology

2020-2021

Eindhoven

March 2021

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Colophon

General

Title	Optimizing the stakeholder management process with the help of stakeholder management tools in the adaptive reuse of churches
Date	15-03-2021
Place	Eindhoven
Final presentation	24-03-2021

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Preface

This graduation research finalized the Master of Construction Management and Engineering at the Eindhoven University of Technology. Furthermore, it also marks the end of my student career. During this time, I have developed myself in many ways, both personal as well as professional. I am thankful for the opportunities offered by the TU/e and the chance to develop outside the curriculum in Team CASA.

When I started with the Bachelor of Architecture, Urbanism, and Building Science, I had no idea about the growth that I would make in the past six years. Not only did I grew a lot personally, but I also figured out in what field I want to work. The process of projects has interested me for a long time. Maintaining a building instead of demolishing it is something that I always found very important. Why demolish something if it has value?

The inspiration for churches in this research is partly through to my grandparents. For them, the church was and is an important part of their life. Each Sunday, they went to the church in their small town. When asking how many people there were, they would always say no more than 30. The church was only full when it was Christmas or when the church was the decor for the marching band. When I look at myself, I only go to the church in Maastricht, where the original function is not there anymore; now there is a bookshop inside that church. I thought by myself I can not be the only one where the grandparents go to church for religious reasons and the grandchildren only when there is a different function in the church. What is happening with all the churches where fewer people are going to and eventually no one anymore. Do these churches get demolished? That would be a shame because the church has a lot of history and is a landmark in the cities and villages. Hopefully, this research can contribute to solving this problem.

I would like to thank my supervisors from the TU/e, Qi Han and Marcel Musch. They supported and guided me during this graduation research. The result would not be the same without the feedback of Qi and Marcel.

Finally, I would like to thank my friends and family. My friends for the motivation in this thesis and during the study and reading my thesis and giving feedback. I want to especially thank my mom and dad for always being there, supporting me, and helping where they can.

I wish you a lot of reading pleasure.

Myrthe Eummelen

Eindhoven, 2021

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Summary

This thesis focuses on improving the adaptive reuse process of churches with the help of stakeholder management tools.

Churches have been part of cities and towns in the Netherlands for a very long time already. However, in recent years the use of churches is changing. People are not going to church as much as they used to go. There is secularization taking place in the Netherlands. As a result, it is no longer feasible to maintain all churches, and some churches are losing their function. The buildings themself are for a considerable amount of people exceptional, and it would be a loss if these buildings are demolished. That is why there are several initiatives where the church is kept intact to maintain the building. Maintaining the building means that a new function needs to be found for that building. Giving a building a new use is adaptive reuse.

The process of adaptive reuse is complicated because people have an opinion about the building. When the building is a church, it complicates things even further because people have an opinion about the structure and religion related to the building. The problems that often occur in adaptive reuse projects include that stakeholders are not involved well enough. The occurring of problems is not only an issue with churches but also with other projects. Including stakeholders even better, stakeholder management can be used, which involves stakeholders better in the process. Involving stakeholders can be done in several ways; one of those ways is with stakeholder management tools. These are tools that help involving the stakeholders better in the process. Because stakeholders have an essential role in the process and are mainly related to church projects, this study examines if stakeholder management tools can improve the process of adaptive reuse of churches.

Therefore, this study aims to answer the following research question: *How can the stakeholder management process of the adaptive reuse projects of churches be optimized with the help of different stakeholder management tools?* To answer this question, three sub-questions have been created: *1, what is the process of adaptive reuse of churches and, how differs this from other adaptive reuse projects? 2, who are the stakeholders that are involved in the adaptive reuse projects of churches? 3, what kind of stakeholder management tools exist, and which are functional for adaptive reuse of churches?* To answer these questions literature review, interviews, and a case study have been conducted.

In the literature review, research has been done on secularization, why it is happening, and current trends. Furthermore, research has been done about the adaptive reuse and the adaptive reuse of churches. The literature review also examines stakeholders that are relevant in the project and stakeholder management tools and what kind of tools exist. In the second part of the interviews, two rounds of interviews have been conducted. For these interviews, the target group was people who have worked or are working on churches' adaptive reuse projects. In these interviews, questions were asked about how they perceive the project and the familiarity and opinion about stakeholder management tools. During the second round of interviews, more in-depth questions were asked. For this, a select group of the first group was chosen for this interview, the experts. These questions focused on different stakeholder management tools and their opinion about these tools, also questions were asked about when the tools would be used.

For the validation of this research, the use of case studies was chosen. For this case study, first, a booklet needed to be made. This booklet shows the process of adaptive reuse of projects with a timeline where the different steps are shown. Furthermore, it includes obstacles and attention points. This booklet also contains information about relevant stakeholders. The focus in the booklet is nonetheless on the stakeholder management tools. These tools are explained in the booklet, and the pros and cons of the tools are given. It is also shown when in the process, the tools can be used. In the case study, two cases are chosen to see if the booklet could improve the process by checking if the booklet could have prevented or minimized problems that occurred during the process and, in that way, optimizing the process.

The outcome of this research is making the process of adaptive reuse of churches more explicit. This is done using the timeline that shows the different steps there are present in the process. These steps are: first, there is an observation that the church as it is now is no longer feasible; during this stage, the church gets deconsecrated. Next, a plan is made to save the church; the following step is financing, including subsidy requests. Then first, sketches are made, and the municipality gets involved. After that, plans are made more concrete by consulting experts; also, analysis is conducted in this phase. Hereupon, ideas can be finalized and presented, then adjustments need to be made, and the ideas are shown again. This phase is very dependent on the project itself, because it is an iterative process and can take more than once to reevaluate the plan and adjust it. The next step involves the approval of the new program. Then the start of building, and renovating and finally the opening. Besides these steps, the stakeholders that are almost always in the project relevant were also identified in this research. These stakeholders are diocese, parish, owner, municipality, province, pastor, community, church board, parish board, and process manager. Also, stakeholder management tools are discussed and seen, which are relevant. The stakeholder management tools that can be used are (1) project stakeholder management strategy, (2) stakeholder circle methodology, (3) stakeholder identification, (4) stakeholder impact index, (5) stakeholder power-interest grid, (6) project stakeholder potential and attitude cube, (7) social network analysis and (8) stakeholder management web. Some stakeholder management tools are better suitable for adaptive reuse projects of churches, and some need some adjustments to make them more applicable. The interviewees were most optimistic about tools four, seven, and eight, and these also do not require significant changes to be suitable for adaptive reuse projects of churches. The least favorite was tool one because this tool was not iterative enough for adaptive reuse projects.

To answer the research question, stakeholder management tools can optimize the stakeholder management process by making people aware that these tools exist, make it easy to use the tools, and explaining the tools. In this way, the tools are used, and these tools themselves can improve the process.

Samenvatting

Deze scriptie focust op het verbeteren van het herbestemmingsproces van kerken met behulp van stakeholder management tools.

Kerken maken al heel lang deel uit van de steden en dorpen in Nederland, echter de laatste jaren is kijkend naar het gebruik van de kerken een verandering zichtbaar. Mensen gaan minder vaak naar de kerk dan vroeger, er vindt secularisatie plaats. Dit leidt ertoe dat het niet langer meer haalbaar is om alle kerken in stand te houden en dat dus sommige kerken hun functie gaan verliezen. De gebouwen zelf zijn voor veel mensen bijzonder en veel mensen vinden het zonde als kerkgebouwen worden gesloopt. Daarom zijn er veel initiatieven voor behoud van het kerkgebouw. Het behouden van kerken betekent dat er voor de kerk een nieuwe functie gezocht moet worden. Het geven van een nieuwe functie aan een gebouw wordt herbestemmen genoemd.

Het proces van herbestemmen is echter een complex proces omdat veel mensen een mening over het gebouw hebben. Zeker als het gebouw een kerk is, maakt het de herbestemming nog ingewikkelder omdat niet alleen mensen een mening over het gebouw hebben maar er ook nog een religie aan verbonden zit. De problemen die vaak optreden bij herbestemmingsprojecten zijn stakeholders die niet goed genoeg worden betrokken bij het proces. Niet alleen bij kerken, maar ook bij andere projecten doet dit probleem zich voor. Om stakeholders beter bij het project te kunnen betrekken kan stakeholder management, worden toegepast, dat is een manier om stakeholders bij het project te betrekken. Dat kan op verschillende manieren worden gedaan, één van die manieren is met behulp van zogenoemde stakeholder management tools. Dit zijn tools die helpen om de stakeholders beter bij het proces te betrekken. Aangezien stakeholders een belangrijke rol hebben in het proces, zeker bij kerken, wordt in deze scriptie onderzocht of stakeholder management tools het proces van herbestemmen kunnen verbeteren.

Dit onderzoek heeft als doel om de volgende onderzoeksvraag te beantwoorden: *hoe kan het stakeholder managementproces van herbestemmingen van kerken worden geoptimaliseerd met behulp van verschillende stakeholder management tools?* Om deze vraag te kunnen beantwoorden zijn er drie deelvragen opgesteld, deze zijn: 1*, hoe ziet het proces van herbestemming van kerken eruit en hoe verschilt dit met andere herbestemmingsprojecten?* 2, *wie zijn de stakeholders die betrokken zijn bij herbestemmen van kerken?* 3, *welke stakeholder management tools zijn er en welke zijn geschikt voor het herbestemmen van kerken?* Om deze vragen te beantwoorden is er literatuuronderzoek gedaan, interviews gehouden en een casestudie uitgevoerd.

In het literatuuronderzoek is onderzoek gedaan naar de achtergrond van secularisatie, waarom dit gebeurt en wat de trend hierin is, herbestemmingen en herbestemmingen van kerken in het bijzonder. Ook is er onderzocht wie de relevante stakeholders zijn en welke stakeholder management tools er zijn. De interviews, zijn in twee rondes uitgevoerd. De doelgroep voor deze interviews waren mensen die hebben gewerkt aan soortgelijke projecten of hier nog steeds werkzaam zijn. Tijdens deze interviews werden vragen gesteld over hoe zij het project ervaren, of ze op de hoogte zijn van deze tools en hun mening hierover. In de tweede ronde van de interviews zijn meer specifieke vragen gesteld hiervoor zijn experts

geselecteerd. Tijdens het tweede interview werden specifieke vragen gesteld over verschillende stakeholder management tools, er werd ook gevraagd wanneer deze tools het beste gebruikt kunnen worden.

Voor de validatie van dit onderzoek is gebruik gemaakt van casestudies. Voor deze casestudie is allereerst een boekje gemaakt. Dit boekje laat het proces van het herbestemmen van projecten zien met behulp van een tijdlijn waar de verschillende stappen worden getoond. Daarnaast bevat dit boekje ook obstakel- en verbeterpunten. In dit boekje staat ook informatie over wie de relevante stakeholders zijn. De focus van dit boekje ligt op de stakeholdermanagement tools. Deze tools worden in het boekje uitgelegd en ook de voor- en nadelen worden gegeven. Het boekje laat ook zien waar in het proces de tools het beste gebruikt kunnen worden. Vervolgens zijn in de casestudie twee cases gekozen om te kijken of het boekje de problemen had kunnen voorkomen of te minimaliseren teneinde het proces te optimaliseren.

Het resultaat van dit onderzoek is dat het proces van herbestemmen van kerken duidelijker is gemaakt. Dit is gebeurd met behulp van de tijdlijn die de verschillende stappen in het proces laat zien. Deze stappen zijn als volgt: allereerst is er de constatering dat de kerk niet langer in de huidige vorm kan blijven voortbestaan, in deze fase wordt de kerk ook ontheiligd. Vervolgens wordt er een plan gemaakt om de kerk te redden. De volgende stap is de financiering, inclusief subsidieaanvragen. Daarna worden de eerste schetsen gemaakt en wordt de gemeente erbij betrokken. Dan worden de plannen specifieker gemaakt met behulp van experts en worden er ook analyses gedaan. Hierna kunnen de plannen verder worden afgerond en gepresenteerd. Dan volgt dat de plannen worden aangepast en opnieuw worden gepresenteerd. Deze fase verschilt per project, aangezien het een iteratief proces is, kan het meerdere keren nodig zijn om het plan opnieuw te evalueren en aan te passen. De volgende stap is het goedkeuren van het nieuwe plan. Daarna kan begonnen worden met het bouwen en verbouwen en tot slot de ingebruikname. Naast deze stappen worden in het onderzoek ook de stakeholders geïdentificeerd die vrijwel altijd relevant zijn in het project. Deze stakeholders zijn: bisdom, parochie, eigenaar, gemeente, provincie, dominee, gemeenschap, kerkenraad, parochiebestuur en procesmanager. Ook worden er stakeholdermanagement tools besproken en gekeken welke relevant zijn. De stakeholdermanagement tools die gebruikt kunnen worden zijn: (1) strategie voor projectstakeholdermanagement, (2) stakeholdercirkelmethodologie, (3) stakeholderidentificatie, (4) stakeholder impact index, (5) stakeholder power-interest-netwerk, (6) potentieel en attitude-kubus van projectstakeholder, (7) analyse van sociale netwerken en (8) web voor stakeholdermanagement. Sommige tools zijn beter geschikt voor herbestemmingsprojecten van kerken en andere hebben wat aanpassingen nodig om ze toepasbaar te maken. De geïnterviewden waren het meeste enthousiast over tools vier, zeven en acht want deze hebben geen grote veranderingen nodig. De minst favoriete was tool een, omdat deze niet iteratief genoeg was voor dit soort projecten.

Het antwoord op de onderzoeksvraag is dat stakeholdermanagement tools het stakeholdermanagementproces kunnen optimaliseren. Dit is mogelijk doordat mensen bewust worden gemaakt van het bestaan van deze tools, de werking van de tools wordt uitgelegd. Dit vergemakkelijkt het gebruik van deze tools. Als de tools dan worden gebruikt kunnen deze tools zelf het proces verbeteren.

Abstract

In recent years the use of churches has changed. People are not going to church as much as they used to go. There is secularization taking place in the Netherlands. As a result, it is no longer feasible to maintain all churches, and some churches are losing their function. The buildings themself are for a considerable amount of people exceptional, and it would be a loss if these buildings are demolished. To maintain the buildings, the use of adaptive reuse is necessary, and this is a complex process.

This study aims to improve the process of adaptive reuse in church projects between different stakeholders. In this context, adaptive reuse is referred to as an existing building that can no longer fulfill the current use, and a new function is trying to be found for this building, in this case, for a church. This study's research question is: *How can the stakeholder management process of the adaptive reuse projects of churches be optimized with the help of different stakeholder management tools?* To answer this, a literature review was conducted; moreover, two rounds of interviews were held to see how participants perceive the process. In the second round, the focus was on the different tools that can help with that. A booklet was created where the results are shown, and this was tested with a case study. The result showed a specific group of stakeholders that is always present in these projects and that stakeholder management tools are not yet known by the people working on these projects and therefore not used.

The results showed that stakeholder management tools could improve the process by making people aware that these tools exist, making it easy to use the tools, and explaining the tools. When the tools are used, these tools can improve the process. Therefore, stakeholder management tools should be taken into account when working on these projects. For future research, it would be interesting to interview more people familiar with stakeholder management tools to develop the tools further and improve the booklet.

Keywords: churches, adaptive reuse, stakeholder management tools, adaptive reuse churches

CONTENT

Glossary

Cases	The specific projects that are examined in this research are called cases.
Church vision	In Dutch “Kerkenvisie”. A document often created by a municipality for the future of religious buildings.
Deconsecrated	Removing the religious function of a building (church).
Denomination	Different religious groups.
Greenfield development	Creating something from scratch
Legitimacy	Shows how well a stakeholder is seen as appropriate, proper, or desirable.
Perpetual clause	In Dutch “kettingbeding”. A clause in a purchase often about the use of the church in this case.
Power	How much a stakeholder can impose their will on the relationship.
Projects	In this research, projects refer to general projects and no specific ones.
Secularization	Separation from a religion.
Urgency	How much a stakeholder believes that to their extent that their claims are critical and time-sensitive.

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1.0 Introduction

This chapter introduces the topic of this research by showing the research problem and constructs the research question and the sub-questions. This chapter furthermore includes presenting the scientific and societal relevance, and it gives the reading guide for the rest of this thesis.

1.1 Problem definition

“Paterskerk in Geleen will be transformed into a medical center after 20 years of vacancy” (Schmidt, 2019)

> ‘Paterskerk in Geleen wordt na twintig jaar leegstand omgebouwd tot medisch centrum’ (Schmidt, 2019)

“Churches in Brabant: beautiful but empty” (van Dijk, 2017)

> ‘Brabantse kerken: mooi maar leeg’ (van Dijk, 2017)

“Another house of God saved in Tilburg: co-living in the Vredeskerk” (Jongerius, 2020)

> ‘Weer een godshuis gered in Tilburg: co-living in de Vredeskerk’ (Jongerius, 2020)

These are just three examples of headlines in newspapers. There is an increasing need for a new function for vacant churches. This need for a new use is a problem that is more occurring in the previous years, which is related to secularization, which means “indifference to or rejection or exclusion of religion and religious considerations” (Webster, n.d.-b). This secularization is growing in recent years. When focusing on the Netherlands, the Central Bureau of Statistics (CBS) numbers also emphasize this. In 2000 only 40% of the Dutch people were not part of a church religion, while in 2010 already 45% of the people feel this way. In 2018 this even further increased where more than half of the people were not part of a church religion (52%) anymore (CBS, n.d.) The expectation is that this number will increase further over the years to come (Lechnert, 1996). Due to this secularization, the number of people that are going to churches will decline, and it will be no longer feasible to keep all the churches in their function, and thus churches are becoming vacant (Gerrits, 2007).

Giving the churches a new function is called adaptive reuse. This term is specific for churches, and in general, it means finding a new use for an existing building (Garstka, 2012). There are many reasons why adaptive reuse is so widespread and why this is also done with churches. Some of the benefits of adaptive reuse are economic values, preserving a building, appreciation of built heritage, and worthwhile from an environmental perspective. It is an alternative for demolishing when the building has value in the society (Velthuis & Spennemann, 2007).

Adaptive reuse is not a new concept and is already used for a long time. Buildings get built with a specific function in mind, and when it is desirable to maintain the building but change the use inside the building, it is referred to as adaptive reuse (Deathridge, 2012). There are many projects where this happens, for example, the Van Nellefabriek in Rotterdam, which used to be a factory for coffee and tea, and now it is a building where there is room for smaller companies for media and design. Another adaptive reuse example is the Blokhuispoort, a prison in Leeuwarden, and has now multiple functions as an inn, library, and pop hall. There are also examples of adaptive reuse projects of churches, like the Dominicanenkerk in Maastricht. Which had the original function of a church and is now a bookstore. Furthermore, the Paradiso in Amsterdam was a church and is now a pop hall.

The adaptive reuse projects of churches can be seen as complex and unique cases. These projects are complex and unique because they do not occur that often, and the building has a unique structure. Thus, some guidelines are already made either by the government, provincial, or a company to improve this process. However, these guidelines do not cover all the relevant aspects in the adaptive reuse of churches, such as the critical stakeholders. Because these guidelines are missing some critical steps, it creates unnecessary complications. There are many reasons why this process is so complicated. One of these reasons is that there are many different stakeholders with different interests in the preparation phase, creating tension (Wang & Zeng, 2010). Bond (2011) describes the real estate development as complicated, but having the extra layer of historic or religion creates additional complexity because it requires specific expertise, regulations, and financing creativity. When a project is complicated, it often does not benefit the outcome of the project. Therefore, it is beneficial to improve the process so that the project's results can be improved.

In a project, different stakeholders are involved. For a company, it is essential that the relationship between different stakeholders is positive and constructive to integrate the stakeholders' expectations into the project. This integration is called stakeholder management. Stakeholder management is a method that is already used in companies and projects (Pedrini & Ferri, 2019).

Understanding how to implement stakeholder management in adaptive reuse projects of churches can make the processes less complicated. There are different ways in which stakeholder management can be implemented in the adaptive reuse projects of churches. One of those ways is with the help of stakeholder management tools. The specific problem is that no research has been done about stakeholder management tools in the adaptive reuse projects of churches to improve the process. A knowledge gap exists as to how stakeholder management tools can improve the process in the adaptive reuse of churches. That is why this research aims to improve the process of adaptive reuse in church projects between different stakeholders. In the end, the role stakeholders play will be improved in the adaptive reuse project of churches.
Some publications offer insight into different stakeholder management tools, and others researched the adaptive reuse process of churches. This study combines these two aspects.

This qualitative research aimed to clarify the adaptive reuse process of specific churches and how the stakeholder management tools can improve the process. This study included interviews with people who worked on these kinds of projects to understand better what the process included, the stakeholders' relevance, and if stakeholder management tools are used and why.

1.2 Research question

The goal of this research is to improve the process of adaptive reuse of churches with stakeholder involvement. To reach this goal, a focus needs to be added on where and how this can be improved. As earlier mentioned, the process of adaptive reuse of churches is very complex, and so are the stakeholders and the stakeholders' involvement in these kinds of projects. A way to improve stakeholder involvement is with stakeholder management. With this, the stakeholders that are relevant in a project are managed and analyzed. When analyzing these stakeholders, it clarifies which stakeholders are essential and which stakeholders need more attention than others, and how they look at the project. The goal can be achieved by ensuring the stakeholders are well involved in the process, then the process itself improves. To achieve this goal, research questions and sub-questions have been composed. The research question of this research therefore is:

How can the stakeholder management process of the adaptive reuse projects of churches be optimized with the help of different stakeholder management tools?

To answer this question, several sub-questions need to be answered first. These are:

1. *What is the process of adaptive reuse of churches, and how differs this from other adaptive reuse projects?*

2. *Who are the stakeholders that are involved in the adaptive reuse projects of churches?*

3. *What kind of stakeholder management tools exist, and which are functional for adaptive reuse of churches?*

Sub question one can be answered with the literature review and the interviews, the same for sub-question two. For the third sub-question, a case study needs to be conducted to answer this question besides the literature review.

1.3 Research design

Figure 1, research design shows the research design of this study. This research can be seen as explorative qualitative research. The adaptive reuse process of churches is relatively new, and not much research has been conducted about this subject, specifically the stakeholder management tools. Because only little research is available on this subject, a qualitative research approach is chosen. This choice is made because, in that way, in-depth information about the topic can be gathered. For this qualitative research, interviews have been chosen.

The research consists of three parts. The first part of this research is explanatory, which includes the literature review. This literature review helped to understand the process, stakeholders, and tools. This literature review has been conducted about the background of the problem, the process of adaptive reuse of churches, and the difference between greenfield development and the adaptive reuse of churches. Furthermore, this literature review identified the stakeholders that are relevant to these projects. Furthermore, it also identified and explained what stakeholder management tools are and provide examples of these tools.

The second part of the research consists of the interviews; two rounds of interviews were conducted. In the first round of interviews, interviewees were asked about their role, their familiarity with stakeholder management tools, and how they perceive the process. From the first round of interviewees, a selection was made for the second round of interviews. During this round, more in-depth questions were asked.

The third part of this thesis exists of a case study. For this case study, first, a booklet was made. In the booklet, the process is explained. Also, the stakeholders involved are described and information is given about the stakeholder management tools. These tools are explained and described when to use them. This booklet was tested in the case study to see if the booklet can prevent or minimize problems in the churches' adaptive reuse projects.

Finally, the last chapter answers the research question, and the limitations and recommendations are given.

The following image shows the research design.

1. Introduction	Background problem Research question and sub questions Research content		
2. Literature review	History churches Adaptive reuse (process) Stakeholders Stakeholder management tools	Literture review	SQ 1+2
3. Interview I	Process Stakeholders Familiarity tools	Semi structured interviews	SQ 1+2
4. Interview II	Stakeholder management tools	Semi structured interviews	SQ 3
5. Validation	Use of booklet Stakeholder management tools	Case study	SQ 3
6. Conclusion & discussion	Research question Contribution Limitations & recommendations		RQ

Figure 1, research design

1.4 Relevance

This thesis adds to knowledge about this topic because not much research has been done about this subject. The relevance of this thesis is both scientific and practical.

The scientific relevance of this research is mostly because little research has been conducted on this specific subject. Research has been conducted about adaptive reuse, and why adaptive reuse is done and desirable, research has also focused on combining built heritage and adaptive reuse. The research that others have conducted was often more focused on the building's exterior and interior and not on these projects' processes. Furthermore, research has been done about the importance of stakeholders in projects and that stakeholders are crucial. However, there has been little research conducted about these aspects combined. Who are the relevant stakeholders that play a role in the adaptive reuse of churches? Why are the stakeholders essential? In addition, how to involve these stakeholders so the process of adaptive reuse can be optimized.

This research's practical relevance is informing people who are working or are planning to work on adaptive reuse projects of churches. The people that work with these kinds of projects are often only involved once in such a project, and the whole adaptive reuse of churches is new to them. For these people, this research creates more transparency on what to expect in such projects. A booklet will help these people because it explains the process, stakeholders, and stakeholder management tools. This booklet can be used by people working on these kinds of projects, preferably in the initiation phase, to get a good idea of what to expect in such a project. The booklet is not limited to a specific user group but is relevant for all the people working on such a project. It is therefore important that this booklet is offered to the people working on it. The booklet can be handed to the province of North-Brabant because, for this research, contact was already made. The province can then give the booklet to people who are working on these kinds of projects. Furthermore, the booklet will be given to the interviewees of this research. In addition, the booklet adds to this research's practical relevance because people who work on specific projects can use the booklet to improve the process of these projects.

1.5 Reading guide

The thesis starts with chapter 1, the introduction. Chapter 2 describes the literature review. This review is conducted to understand the history of the churches in the Netherlands, adaptive reuse, building process, adaptive reuse building process, stakeholders, and different stakeholder management tools. The next chapter describes the methodology and explains the method of this research. A conceptual framework is made; this framework has been used as a base for the study. Chapter 4 includes the interviews of both rounds 1 and 2. People from four different cases were interviewed about the process of the adaptive reuse projects. The interviews focused on the process, the problems, the obstacles, and the stakeholder management tools. The second round of interviews focused on the stakeholder management tools known from the literature to gain insights into the interviewees' opinions about the tools and when to use them. In chapter 5, a booklet is presented, where the process, stakeholders, and tools are described. This booklet can be used by people that work or plan to work in adaptive reuse projects of churches. In chapter 6, the case study is conducted. In the case study, two cases were chosen to see which problems occurred in the projects and if the booklet could have prevented the problems or minimized them. Chapter 7 discusses the discussion and conclusion, the results, limitations, and recommendations for further research.

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2.0 Literature review

This literature review aims to summarize the history of the churches in the Netherlands and adaptive reuse. There is also a section that focuses on the adaptive reuse process in general and about churches. This chapter also includes the stakeholders and stakeholder management tools.

2.1 History of churches

Churches have been part of the history of the Netherlands for a very long time. Not only in the Netherlands are churches present but also in the surrounding countries. There is a difference between the relationship with the church in the Netherlands and other countries in western Europe. This difference between the countries is one of the reasons why in the Netherlands, there is more secularization. To understand the difference and the secularization, it is essential to know the history of churches in the Netherlands.

Religion has always been a part of the Netherlands. Since the beginning of the Netherlands, there have been denomination groups (religious groups from the same original group). There were many of these groups, which led to almost no one from the Netherlands being unchurched. In the second half of the 16th century, a law stated that the people were free in their religion and could not be prosecuted for their religion. This statement, especially in comparison with other countries, was very progressive. In the 17th century, there were Roman Catholics, but more religions appeared in the Netherlands like the Jews, protestant minorities, Lutherans, and Mennonites. Besides these, people in their own country were not safe for their religion and fled to the Netherlands. At the beginning of the 19th century, all the Netherlands' citizens got equal rights separate from their religion. This separation led to that the church and the state in the Netherlands were more independent than before. Also, education was not part of the church anymore but was a role of the Dutch Nation. During this period, the state and the church got more and more separated from each other. For example, the state did not have to consent to where the church's money was going. This example is one of the reasons why secularization took place in the Netherlands. Formally in 1888, the start of this can be seen. However, the number of people who were not religious was at that time only 1.5% (Knippenberg, 2007; Lechner, 1989; Lechnert, 1996).

Besides these aspects mentioned above, more factors influenced secularization in the Netherlands. One of these aspects is that the Netherlands' cities expanded; research has shown that people feel less connected to the church in the larger cities. The church's connection was back in time mostly based on personal ties and a community feeling that disappears if the city grows. Another aspect that influenced secularization is the function the church has nowadays. Before the secularization, the church took care of the village, and they made sure the poor had something to eat and the children received an education. Nowadays, this role is provided by the government. People are less dependent on the church and take a step back in their religion. This change also leads to fewer people attending church services (Kennedy & Zwemer, 2010).

The secularization in the Netherlands is also visible via the statistics of the CBS (Central Bureau of statistics in the Netherlands). In 1930 only 14% of the inhabitants older than 18 were not part of a religion practiced in a church. In 2000 this number already increased to 40%. In 2018 this further increased to 52% (CBS, n.d.). Because fewer people attend church services, the churches also lose their function and become vacant. In the province of North-Brabant alone, 200 churches will lose their function between 2018 and 2030 (Rijkdienst voor culturele erfgoed, n.d.).

Although fewer people attend church services, the buildings are still considered meaningful. Floris Alkemade, the government architect, mentions that: “the church building is a legacy of collective behavior that was natural there but is now changing. The urgency of these church buildings is less now than before, but the meaning of them continues to be big”(Breggen, 2020). A church remains a landmark in a city or town when many people have an emotional value to the church. That is a reason why some churches are not entirely demolished. In the Netherlands, in the last couple of years, churches have gotten a new function. In the Netherlands, there are around 6900 churches and some of them already have a new use. This is called adaptive reuse. The amount of adaptive reuse is related to the church's building year; there were 1200 churches built before 1800, these are all monuments, and only 20% have been reused. This new function is either cultural or social. Of the churches that were built between 1800 and 1970, 25% received a new function. The type of usage is also broader than cultural and social (Breggen & Fijter, 2019). The change in function is not sudden, but it started slowly by adding or developing new uses to a church while still preserving the religious part.

2.2 Adaptive reuse

The original function of buildings can change over time. When the original function is not sufficient anymore, there are some options for the building's future. One of those options is adaptive reuse (Velthuis & Spennemann, 2007). The term adaptive reuse is not new and is used often. Initially, adaptive reuse mainly was because it was cheaper to maintain the building than demolish and build a new one. While adaptive reuse was applied since the middle ages, in the Netherlands, it developed in recent years (Velthuis & Spennemann, 2007). Adaptive reuse is a comprehensive concept, often associated with the fact that demolishing the building is not desirable. When it is desirable that the building will be maintained, it is necessary that it does not become vacant. Therefore a change in function can be necessary. The main reason for a new function is because of certain changes, which can be economical, industrial, demographic, or financially related (Mısırlısoy & Günce, 2016). Besides, it is not desirable to demolish the building. There are many more reasons why preserving a building is essential. To understand why this is the case, it is crucial to understand the term “adaptive reuse” embodies. There are a lot of different definitions given about adaptive reuse; Merriam Webster’s definition is: “the renovation and reuse of pre-existing structures (such as warehouses) for new purposes (Webster, n.d.-a). Mian (2008) describes adaptive reuse as; “if a particular function is no longer relevant or desired, buildings may be converted to a new purpose altogether.” To summarize, there is a building (the church) in need of a new function, a suitable function needs to be specified and a renovation might be necessary.

Starting an adaptive reuse project is not as simple as it sounds; many different obstacles are to be taken. The starting point can be seen as an obstacle because of the size of the project. It is widely accepted that this initiative often results from a strong desire of society to ensure that the building is used and not abandoned.

Adaptive reuse is getting increasingly popular, based on the amount of adaptive reuse that it is done. In addition, people are also starting to appreciate the built heritage (Velthuis & Spennemann, 2007), and it also shows a glimpse and symbolizes the history. Furthermore, it reminds people of the past and current lifestyle and culture (Mısırlısoy & Günce, 2016). There are multiple reasons why adaptive reuse is seen as an added and positive value. Multiple authors mention these values: Langston, Wong, Hui, et al. (2008); Mine (2013); Velthuis & Spennemann (2007). The values are:

- Economic benefit, as there is already a building present (assuming the structure does not need any significant changes), it saves time and costs. The time it takes to reconstruct the same floor area is less than constructing a whole new space, reducing financing costs.
- Environmental benefit, one of the reasons is that the existing building materials are used and not demolished. Not only is it bad for the environment it is also expensive. Also, updating the existing building with newer installations is environmentally friendly because it can be more energy-efficient, and the life span of the building becomes longer. Another environmental benefit is that there are already connections for the public infrastructure like water, gas, sewage, and electricity with an existing building. It is therefore not needed to draw new pipes and with that disturbing nature.
- Social benefits, there can be many reasons why maintaining a building has social benefits. Often, the building has a meaning for the town, for example, architectural significance. However, a building can also have much personal meaning for someone. Buildings that have a religious meaning are, for many people, a place with memory; think about the weddings and funerals that took place there. Research also shows that keeping a building occupied and letting that building not become unused is better for a community's psychological well-being. Religious buildings often have a very centralized location in the city with a better connection to transportation in comparison with other parts of the town, which also leads that reuse is more viable.

Adaptive reuse of buildings is seen as a positive thing due to the reasons mentioned earlier. Nevertheless, with the adaptive reuse of religious buildings, there is an extra special significance to it. This is because religious buildings are more than just buildings. Religious buildings can be seen as crucial urban identity elements, and they can often be seen as landmarks in a city. Furthermore, religious buildings are often symbols of a town. These buildings are usually placed in the center of a city; they define the surrounding environment's landscape and have particular space expressions (Mine, 2013).

Because of the specificity of a religious building, it has both opportunities and threats. One of the things that make a religious building extra significant is the location. As mentioned before, this is also an opportunity because it is often very centralized placed.

The adaptive reuse of buildings can be divided into two topics according to Mine (2013): (1) projects where the ruined landscape is preserved as the urban identity element and (2) projects where only the church's building envelope is preserved, and the interior can be transformed into secular use. An example of the first one is a project where the old structure features are kept intact within the new function. For example, a museum related to the church. While in the second category, only the external elements are kept intact; hence, there is no other relationship with the previous use, and the original community is lost. An example of this adaptive reuse is a restaurant in a church building.

There are different types of adaptive reuse for religious objects: religious reuse, community reuse, multipurpose, sports and education, music, theatre, exhibition space, commercial reuse, residential, and other commercial purposes. Defining a new function for a redundant church building seems easy but is not. The community attitude around it is one reason why the adaptive reuse of churches is complicated. One of the primary essential aspects is to find a function that can be considered suitable for the new use in the church building. This is mainly dependent on the local church authorities and can differ a lot. Another obstacle to finding the church building's new function is that a church is seen as a community building. Thus, the community around it considers it essential that the new role is also community-based. Functions like commercial reuse and residential reuse bring many protests with them (Velthuis & Spennemann, 2007).

Adaptive reuse gives many challenges for designers because there are many norms to be considered. It is essential to find the right new function for the building with preserving the heritage it brings along. According to Mısırlısoy & Günce (2016), reuse is successful when there is a place for the respect of the existing building and also attention is given to historical context and adding something new without forgetting the past. Besides finding a new function for the church building, there are more obstacles related to churches' adaptive reuse. Two examples are the ownership or the location.

2.3 Adaptive reuse process

The process of adaptive reuse can be described in different ways. One of the ways of doing this is described by Mısırlısoy & Günce (2016). They made a strategy for heritage buildings. The first step is to look at whether the building has a function or not. Then it is essential to know if the building is listed; this also applies to churches because these can be heritage buildings and be listed. If they are listed, then additional regulations are necessary. The first step is defining who the actors in decision-making are; next, the analysis of the existing fabric can occur. This includes the building's physical characteristics, heritage values, and needs in the district. The third step is to decide what will be conserved and what not. In churches, this is dependent mainly on the parishes. The fourth step is the definition of adaptive reuse potentials, and this ranges from physical to cultural and from social to functional. Then the definition of what the new function could be is made. This new use can consist of a mixed-function with the original function still there but only as an additional function or new use. Then the final decision can be made on the new function, what are demands from the neighborhood and what will be preserved and then finally a management plan of the building for the new use can be made.

This is one example of the process of adaptive reuse. It is essential to know how the greenfield development of buildings proceeds and if there are any differences. Uher, Thomas E. & Davenport (2009) describes the process as followed. They describe the development of construction projects as project lifecycles. They mean that these cycles, like cycles in a lifetime, occur after each other. The different lifecycles are concept, design, tendering, pre-construction, construction, and commissioning. A unique feature of the development of construction projects is that there is a discontinuity in the people involved in the process; this makes it unique and complicated. The different stages are explained below:

- The conceptual stage is the first stage of the project, and it defines the end product of the project and the extent of the work. This stage is the most crucial one of the project because it starts here, and when not done correctly, it will influence the final product. This step answers the following questions: what is needed and wishful, what kind of resources are required and what is available, what standard of performance is required, are the external factors that could be crucial, and finally, who makes the critical decisions. Furthermore, it also includes a feasibility study and strategic plan.
- Design stage, the design stage exists as a big part of the design process (schematic design, preliminary design, and final design), but it includes more than that. Like managing the whole design stage, ensure that all the requirements are incorporated in the design and a cost budget. This step also further includes consultant agreements and documenting the report.
- Tendering stage, the tendering documents need to be made. The tendering documents include information like drawings, a form of tender, and a bill of quantities.
- The pre-construction stage starts when the main contract has been arranged and ends when the real on-site work starts. This stage is for organizing the construction work and takes care of the necessary resources. Examples of actions in this stage are a program of construction activities, a plan for the construction site, and approvals from authorities.
- Construction stage, this stage is not only be done by the main contractors, but many sub-contractors are involved.
- Commissioning stage, in this stage, the last tasks are executed. This stage starts when the contractor completed the last tasks and if there are any malfunctions to repair them.

There are considerable differences between the adaptive reuse projects and the greenfield projects, one of these can already be found in the conceptual stage. The reason for this is with adaptive reuse processes, there is already a building present, where the project starts instead of creating the building in the greenfield development projects. The process of adaptive reuse can be seen as complicated and unique. One of the reasons for this is that there is not a general process that is used. However, within these projects, there are a couple of stages that can be detected.

In de book of Nelissen, Smits, Bogie, & Voorzee (1999), a couple of different phase models are discussed. The models mentioned in the book are; the model of Oskam en Krabbe, where there is the analyses phase, model phase, adaptive reuse planning phase, and the execution and planning phase. Another model discussed is the model of Doornenbal; this model has a feasibility study, inventory, Bouwbesluit test, definite design and program of requirements, and the building preparation and execution. TU Delft also has a model; initiation phase, design phase, contract phase, execution phase, and the use and maintaining phase. Like the TU Delft, TU Eindhoven has a model; research into function mobility, research to process, and research to the supply. Finally, the KUN also has a model; inventory of vacant buildings, an initiative to adaptive reuse, strategy development, research to monument and surrounding, plan development and feasibility study, financing, building plan, approval of design, execution and maintaining and exploitation. The different models have a lot in common, and they only differ in the number of phases and how to split up the phases. Staak (2014) also looked at these different models and categorized them in the following stages: initiation phase, definition phase, design phase, realization phase, and the maintaining phase. Comparing this to the general building process, there are some small changes. The conceptual stage is now split up into two phases: initiation and definition phase. The tendering is left out in the adaptive reuse projects. The pre-construction, construction and commissioning stage are all combined in the realization phase and a new phase is added: maintaining phase. An overview of the different phases in the process can be seen below:

Table 1, Construction process of greenfield projects VS. Adaptive reuse process

Greenfield process		**Adaptive reuse process**
Conceptual stage	->	Initiation phase
		Definition phase
Design stage	->	Design phase
Tendering stage	->	-
Pre-construction stage		Realization phase
Construction stage		
Commissioning stage		
-	->	Maintaining phase

The different phases are explained below. This is done to make it more transparent what the stages imply and how they differ from the greenfield process.

- Initiation phase, here, the main difference with the greenfield process is already evident. The adaptive reuse process starts with a problem; this problem can be that a building is empty and there is a need or will for something new in it, so it will not be abandoned or demolished. The start can also start earlier when it is noticed that fewer people go to the building. Then an initiative is needed to start the process. This phase also includes first market research to determine what is needed in the neighborhood and possible stakeholders. The initiator differs a lot per project, and there is no obvious stakeholder that is the initiator. Furthermore, this phase also includes the so-called quick scan, where the initiator's criteria are quickly scanned to determine if the project is possible and how much it will cost. If the result is negative, then the project will not further be executed, and it stops.
- Definition phase, this phase can be compared to the conceptual stage of the greenfield process. Once the start of the project is complete, then this phase can start. This stage also includes a more detailed analysis to see the building's qualities and if there any legal obligations or difficulties to be expected. The characteristics of the building are defined.
- Design phase, this stage is comparable with the design stage of the normal process. The only difference is that there are more limitations to what can be done with the building if it is an existing building.
- Realization phase, the pre-construction, construction, and commissioning stage are all combined in this realization phase. This phase includes all the aspects that are needed to make the design in real life, and it also includes requesting permits. One of the first

steps is to make the building site ready; when doing this, some surprises might still be discovered, leading to a delay in the project. When this phase is finished, the new occupants can take place in the building.
- Maintaining phase, is an ongoing phase as the building will needs maintenance during the lifespan.

The process described above is for adaptive reuse projects; this research is about the adaptive reuse of churches. The process of this can also be seen as adaptive reuse, but because a church building is involved, it makes it a bit more complicated. Still, the five stages above can be used to describe the process.

- Initiation phase, often, the owner of the building is the initiator. With churches, this can be different; it is very well possible that the owner is not the initiator, but for example, the municipality or people in the church's immediate environment. However, it is very complicated because there are 'rules' to the church; in a certain way, the church belongs to Rome. Also, from the diocese, it is not always desirable to reuse the church building.
- Definition phase, as mentioned before, this stage includes an in-depth analysis. With churches, this is even more important, churches have much history, and it is crucial to understand that before designing. The aspects where analysis is needed are the building history and the specific aspects like the architectural, judicial, and town planning. Besides the framework of the church itself, the interior aspects are also essential. These interior characteristics can have much emotional meaning but also be financially pleasing. This phase also includes the zoning permit; because the function will change, there is a significant chance the zoning permit is not applicable anymore and thus needs change. Another aspect that belongs in this phase is searching for a new owner or renter. What the new function will be is limited due to the building but also not every function is desirable to place in a church building. Before the next step can start, a new owner or renter is necessary to find.
- Design phase, for this step, concerning the church building, is crucial to recognize the limitation the church building has and that not everything is possible. If the church building is a monument, there are even more rules that need to be followed.
- Realization phase, does not differ significantly from the phase in the adaptive reuse projects.
- Maintaining phase, this phase does not differ a lot from the adaptive reuse projects. The only difference is that with church buildings, maintaining costs are often higher than in other buildings, so it is essential to keep in mind.

2.4 Stakeholders

Mısırlısoy & Günce (2016) mentioned that the process of adaptive reuse is very complex and unique. One of the first steps is to identify the different stakeholders in the process and how they affect the design and the process for the new building. These stakeholders should be monitored the entire process because their role differs in each of the different steps. Besides this, the stakeholders have a high stake in the process, and they want their opinion to matter. Stakeholders play an important part in projects. In a construction project, the same kind of stakeholders can be recognized each time. In the adaptive reuse of churches, some specific stakeholders are critical. This subchapter's focus is to try to find the overall stakeholders in the adaptive reuse of churches and categorize them. The specific stakeholders can only be identified per project with the help of tools for stakeholder identification. By categorizing the stakeholders involved in the project, groups can be made where stakeholders can be identified. Even when they are not mentioned now, they can be categorized into one of these groups.

Freeman & Mcvea (2001) stated that the stakeholder approach refers to groups and individuals who can affect the organization and are about managerial behavior in response to those groups and individuals. Yang & Shen (2007) sums a couple of project stakeholders up; these are clients, end-users, contractors, consultants, government or other departments, local communities, financiers, utilities, suppliers, competition, and the media. They also mention a couple of stakeholders: consumers, competition, courts/legal system, employees, financial institutions, the general public, government, interest groups, media, owners, the scientific community, and suppliers/channels. Stakeholders specific for adaptive reuse of churches are churchgoers, the church's institution, property owner, juridical and ethical owner.

According to Zoelen (2019), the stakeholders involved in the adaptive reuse of churches can be categorized into four categories: Religious organizations, Governmental institutions, private parties, and interest groups. In religious organizations, the following stakeholders belong Roman Catholic church, Protestant church, churchgoers, and other religious organizations looking for a church building. There is the national government, Dutch cultural heritage agency, provinces, municipalities, and European Union in the category of government. Then there are the private parties, including potential buyers, financial investors, project developers, real estate agents, architects, church building operators, and insurance of church buildings. Furthermore, the last group includes the interest groups, local citizens and neighboring residents, cultural heritage associations, and foundations for preserving church buildings. Zoelen (2019) includes many stakeholders; when comparing them with the list of Polonsky (1995) and R. J. Yang & Shen (2015), mentioned there are a few stakeholders that are missing these are the end-users and the media. Especially the end-users are a significant stakeholder because they are the ones using the new adapted church. Furthermore, the media can play an essential role in the information that people receive.

2.5 Stakeholder management tools

There are different definitions for the term stakeholder. The concept of stakeholder was first introduced in 1963, with the original meaning: 'those groups without whose support the organization would cease to exist.". Since then, the definition evolved towards the active and influencing relationships of stakeholders and companies. Due to Freeman, as cited in Pedrini & Ferri (2019), there is now an increased focus on stakeholder management and the different methods to maintain and improve the relationship with stakeholders. However, in the literature, different definitions are used. Sutterfield, Friday-stroud, & Shivers-blackwell (2006) define a stakeholder as the following: "any individual or group of individuals that are directly or indirectly impacted by an entity or task." The term project stakeholder is introduced to describe it more precisely, which means "any individual or group of individuals that is directly or indirectly impacted by a project."

Various stakeholders have various stakes in the project. The vision that stakeholders need to help in the process can differ from the project manager's vision. These different visions can lead to differences that can lead to friction between the stakeholder(s) and the process manager. Therefore, the project manager must try to understand the different stakeholders' objectives, and the project manager must manage the interest of different stakeholders. Project stakeholder management is a way to do this. Within stakeholder management, different aspects are useful. Pedrini & Ferri (2019), for example, mentions the following aspects: decision making, accountability process, opportunity to reduce risks, strengthen and trusting relationships, contribute to the common good, and also promote principles of equitable justice.

Not only does Sutterfield et al. (2006) recognizes the importance of stakeholders also Eskerod, Huemann, & Savage (2015) do this. They give four reasons for the emphasis of stakeholders: the stakeholders contribute to the project financially and non-financial. Second, the success of the project is often assessed by the criteria set up by the stakeholders. Third, the resistance of stakeholders can cause risks that can negatively affect the success of the project. Finally, the project itself can affect stakeholders negatively and positively. That the project can be affected by stakeholders both negatively and positively is something that Olander (2007) also describes, which makes it essential for the project manager to find out the needs and expectations for a successful project.

J. Yang, Shen, Ho, Drew, & Xue (2011) describe the stakeholder management process with the help of different authors; these authors describe the process differently. In general, the four steps of Mok, Shen, & Yang (2015) can be used as a general one, these are stakeholder identification, stakeholder classification, stakeholder analysis, and stakeholder strategy development.

Steps in stakeholder management:

1. **Stakeholder identification**, Stakeholders can be identified with the following attributes: power, legitimacy, and urgency, according to R. J. Yang & Shen (2015). The goal of this first step is to find out who the stakeholders in the project are. Different tools can be used for this. One of these tools is a stakeholder map (Polonsky, 1995). This first step is essential to repeat because the stakeholders differ between different projects and between different companies. It is crucial to determine which stakeholders are crucial to see which stakeholders can influence the project. When the different stakeholders are identified, this step is complete.

2. **Stakeholder classification,** In this step, the different stakeholders identified in the first step are classified. Stakeholders can be internal or external; this difference is essential to make because they have different needs and expectations. A difference between internal and external is made and if the stakeholders are primary or secondary. The primary stakeholders are the (group of) individuals that have official relationships. These official relationships are contractual relationships with the company, making them have a direct and necessary influence on the project. Then there are the secondary stakeholders, who do not have a direct relationship. However, these stakeholders are essential because they can also influence the project, often via the primary stakeholders (Polonsky, 1995).
   This step also includes determining the stakes of the stakeholders. This is especially important because it influences the fourth step: stakeholder strategy development. Stakeholders have different tasks in the project, and they are concerned with different

issues. This difference also leads to different stakes in the project. Stakeholders can have a positive or negative influence on the project (Polonsky, 1995).

3. **Stakeholder analysis**. According to Olander (2007), the stakeholder analysis consists of a stakeholder impact index that helps determine the impact and essence of the stakeholder influence and the probability that stakeholders will use their influence and the stakeholder's position concerning the project. Doing stakeholder analysis has two primary purposes: first, it helps identify options to ensure the necessary financial and non-financial resources are taken care of. Moreover, it helps to understand the interest and concerns of the project stakeholders.

4. **Stakeholder strategy development.** The last step includes making the stakeholder management strategy, and the project manager will follow this strategy during the process. The preceding steps are necessary to make a good strategy development.

To complete the four steps in stakeholder management, several tools can help this. For this research, eight tools have been chosen. These tools are chosen based on whether they can be suitable for iterative projects like the adaptive reuse of churches. These are summed up below:

2.5.1 Project stakeholder management strategy framework

This framework is mentioned by David, as cited in Sutterfield et al. (2006). This framework is not a tool by itself but an elaboration on the different steps in stakeholder management. This specific framework uses some of the stakeholder theory and also from the strategic management process. There are nine steps to follow in this framework:

1. First, the project manager must identify and articulate the vision and the mission of the project;
2. Then, a SWOT analysis is made. SWOT stands for strength, weakness, opportunities, and threats. The internal strength and weaknesses are from within the project and can be controlled. However, the opportunities and threats are external and out of control of the team. It is, however, necessary to also make clear what they are;
3. In this step, all the different stakeholders get identified, and the goals and the stakes of the stakeholders;
4. Fourth, the selection criteria are made, and for each project stakeholder, a strategy or plan is made to manage the expectations and the goals;
5. Then, the strategies are selected;
6. Next, the project manager needs to arrange the resources that are needed to implement the strategies set up in step 5;
7. Here the real implementation of the steps takes place;
8. Then the strategy that is now used can be evaluated and, if necessary adjusted;
9. The final step is to receive feedback from the stakeholders regularly.

2.5.2 Stakeholder identification

Stakeholder identification is the first step in stakeholder management. This step is crucial and can be seen as a tool in itself. Stakeholder identification is developed by Mitchell et al. as cited in Parent & Deephouse (2007). In this framework, stakeholders can be categorized on power, legitimacy, and urgency. They also introduce if a stakeholder has more attributes like power than another stakeholder, the stakeholder is more noticeably and essential. The attribute power means that a stakeholder can impose their will on the relationship. They can do this with coercive, utilitarian, or normative means. The following attribute, legitimacy, shows how well a stakeholder is seen as appropriate, proper, or desirable. The last attribute is urgency, which demonstrates that a stakeholder believes to their extent that their claims are critical and time-sensitive. From the three attributes, power, legitimacy, and urgency, different combinations can be made, leading to eight different types of stakeholders. These types show if a stakeholder has power, legitimacy, and urgency. Moreover, it shows which stakeholder in comparison with other stakeholders is more noticeable and significant.

The approach to categorize the stakeholders on power, legitimacy, and urgency can be made differently. Ryan and Schneider, as cited in Parent & Deephouse (2007), for example, do this with laws, previous research findings, media articles, websites, and books. This method seems like the right call because there is a lot of data available, but it does not include managers directly. Including managers is essential because they work with the different stakeholders and know the different stakeholders better. Another way of categorizing is with the help of closed answer- surveys on Likert-scale to collect data. Also, there are some drawbacks; one of them is that a survey is only a snapshot of that moment. In these kinds of surveys, the type of stakeholders is already defined, leading to bias.

Furthermore, due to the Likert-scale, the respondents have to rank the different stakeholders to prioritize them. Instead of closed answer surveys, also open-ended surveys can be used. Where more information can be gathered, but fewer people can be asked. Another option is even further to divide the power, legitimacy, and urgency, and this can be done by dividing every category into three different types. If a stakeholder has more different types of power, then that stakeholder is more salient; this is also the same for legitimacy and urgency.

2.5.3 Stakeholder impact index

The stakeholder impact index's goal is to determine the nature and impact of the influence of different stakeholders. This tool also helps determine their relationship with the project and if they are opponents or proponents. The stakeholder impact index also analysis the relative importance of different stakeholders. There is power in a relationship, and this power can lead to means to impose their will on the relationship. The more power a stakeholder has, the more chance there is that there will is imposed. Not all stakeholders are at the same level of power; this change is due to the stakeholder’s ability to mobilize social and political forces and pull back resources from the project. The amount of power a stakeholder has is essential for the project manager to know the different impacts stakeholders have on the project.

According to (Olander, 2007) the stakeholder impact index consists of a stakeholder attribute value, the position value, and the vested interest-impact index.

- Stakeholder attribute value, to calculate this value, the attributes power, legitimacy, and urgency are given a weight between 0 and 1. The sum of these attributes weights as 1. Stakeholder attribute value shows the relative strength a stakeholder has concerning the project.
- Position value, this value is numerically assessed based on if a stakeholder is an opponent or proponent of the project. If a stakeholder is assessed as an active

opposition, it receives a -1; if it is a passive opposition, then -0.5; if the stakeholder is not committed, then 0, passive support will be 0.5, and active support is 1.

- Vested interest-impact index, consists of two parameters, the vested interest level and the influence impact level. This index shows the level and probability of the stakeholder impact on the project. The vested interest level and impact level are between 5 and 1, where 5 is very high, and 1 is very low. The vested interest impact index can be calculated by $\sqrt{vested\ interest\ level * impact\ level\ \div 25}$

The stakeholder impact index can then be calculated by taking the stakeholder attribute value times the position value and the vested interest-impact index. To calculate the project's whole stakeholder impact index, all the individual stakeholder impact indexes need to be added. The position value makes the index positive or negative. If the index is negative, then that stakeholder impact can be seen as unfavorable.

2.5.4 Social network analysis

Social network analysis is a way of describing stakeholder relationships. The first step is to identify the stakeholders and then prioritize the stakeholders' influence based on the expertise. The question is then asked to nominate the stakeholder who influenced or changed activities in the process, 1 is to some extent and 2 to a considerable extent. Then a map of the influence network is made. To estimate the level of influence a stakeholder has, the status centrality is used. The out-status centrality shows to which extent a stakeholder affects other stakeholders. The higher this status, the more important the stakeholder is (J. Yang et al., 2011).

2.5.5 Stakeholder Circle methodology

The Stakeholder Circle is a visual tool to help manage the expectation and perceptions of stakeholders. This tool is mentioned by Bourne & Walker (2008). This method is based on the principle that a project only exists with the consent of the stakeholders. It provides a way for assessing the relative influence a stakeholder has in the project, and it also helps to understand what their expectations and perceptions are. This influence is based on power, legitimacy, and urgency. The Stakeholder Circle exists of a couple of key elements: concentric circle lines, these lines indicate the distance stakeholders have from the project; second, the size of the block, this shows the relative area and indicates the scale and scope of the influence; third, the radial depth which indicated the degree of an impact.

Furthermore, there are different patterns and colors of stakeholders in the Stakeholder Circle, which indicates the influence on the project. There is orange, which indicates an upwards direction; these are senior managers and are necessary for the project's ongoing commitment. Green stands for a downwards direction and are members of the project team itself. Purple shows a sideward direction; those are associates of the project manager with collaborators or competitors' role. Blue, which illustrates outwards, these stakeholders are not directly involved in the project but are the government, end-users, and the public stakeholders. Then there are light and dark tones and patterns; the dark tones and patterns are of stakeholders internal of the organization while the light tones and patterns are external. An example of a stakeholder Circle tool is given below:

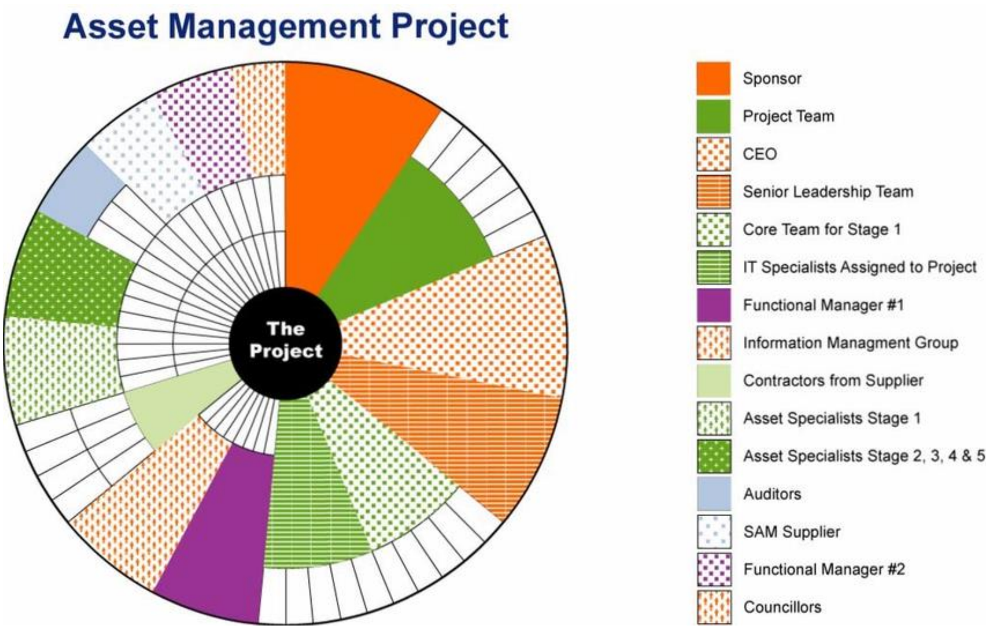

Figure 2, Example of a Stakeholder Circle tool (Bourne & Walker, 2005)

There are five steps in the Stakeholder Circle: first, identify who the stakeholders are; then prioritize the stakeholders; third, make it visual; then engage, and final monitor the stakeholders. The results of this tool are recommendations for action plans for stakeholder engagement and risk mitigation plans.

Stakeholder prioritizing

The following tools (2.5.6 until 2.5.8) are grouped under stakeholder prioritizing. They also are a follow-up on each other. The tools are mentioned below.

2.5.6 Stakeholder management map

The stakeholder management web is an easy-to-use tool; for each critical stakeholder, a stakeholder management web can be made. The focus stakeholder is placed in the center, and around this focal point, related entities and persons are drawn. The relationships between the stakeholders can be categorized into two groups: based on power and base of interest. The base of power reflects the possibility if that relationship is helpful or harmful. While the interest base reflects the stakeholders' requirements and wishes in the middle and how they are connected to wishes and requirements of other organizations of wishes. An example of such a stakeholder management web can be seen below (Eskerod & Jepsen, 2013).

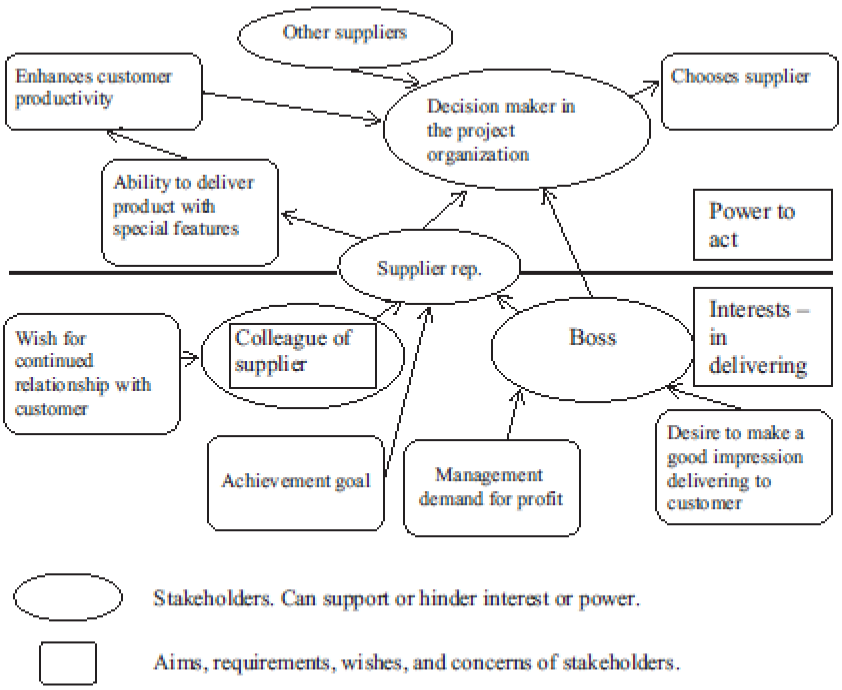

Figure 4.4 Stakeholder Management Web example
Source: Inspired by Ackermann and Eden 2011

Figure 3, example Stakeholder Management web (Eskerod & Jepsen, 2013)

2.5.7 Stakeholder power interest grid

From a stakeholder management web, a stakeholder power-interest grid can be made. This web is a matrix with on two-axis interest and power, ranging from low to high. This grid is used to determine which stakeholders play an essential role and why they play that role. A stakeholder power-interest grid looks the following:

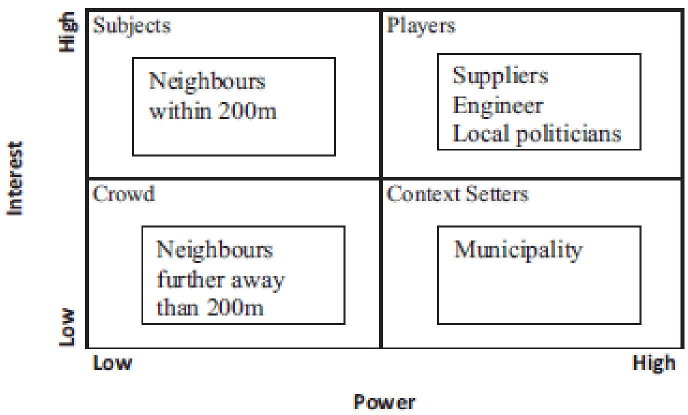

Figure 4.8 Stakeholder Power–Interest Grid with examples of stakeholders
Source: Adapted from Ackermann and Eden 2011

Figure 4, example Stakeholder Power-interest Grid (Eskerod & Jepsen, 2013)

The stakeholders in the power-interest grid can be divided into four categories: subjects, players, crowd, and context setters. The crowd group has both low interest and power and is not vital for the project. It is not necessary to spend resources on this group. The context setters also have low interest but do have high power. This group is influential, and their requirements must be considered. The subjects have high interest and low power; their requirements and wishes should be considered. Furthermore, the players have high power and high interest, and this group should be monitored closely (Eskerod & Jepsen, 2013).

2.5.8 Project stakeholder potential and attitude cube

The attribute power is not 1D as described in the stakeholder power-interest grid, but it is 2D. Power can be helpful or harmful. To see if a stakeholder is helpful or harmful, a project stakeholder potential graph can be used. On the x-axis, the harm potential is shown, and on the y-axis, the help potential. This graph gives a good overview of the different stakeholders belonging to the graph and each other. An example of such a graph can be seen below.

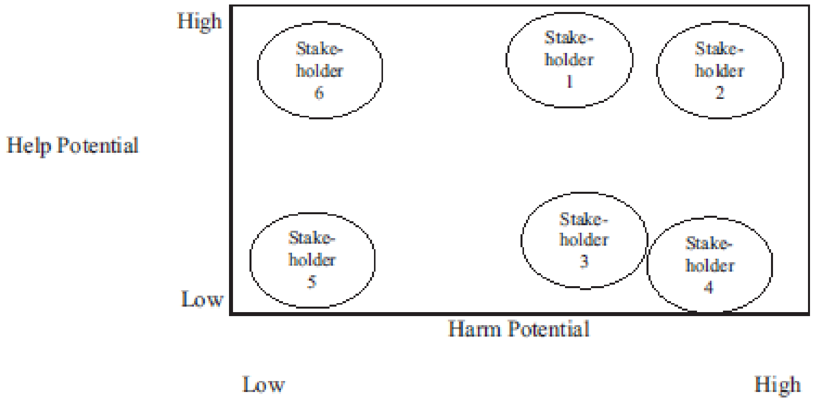

Figure 4.9 Project Stakeholder Potential Graph
Source: Inspired by Savage et al. 1991:65

Figure 5, example Project Stakeholder Potential Graph (Eskerod & Jepsen, 2013)

Besides the harm and help potential, it is better to add a third axis: attitude towards a specific issue. A stakeholder with a positive attitude will probably help the project and is not harmful, while a stakeholder with a negative attitude could harm the project. This combined leads to the project stakeholder potential and attitude cube, shown below (Eskerod & Jepsen, 2013).

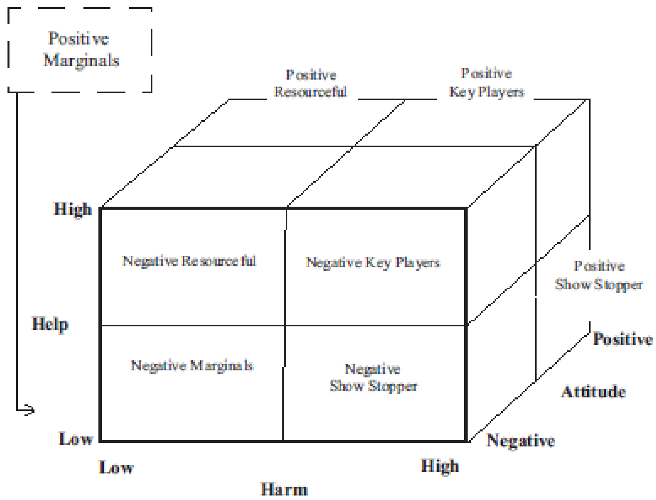

Figure 4.10 Project Stakeholder Potential and Attitude Cube

Figure 6, example Project Stakeholder potential and Attitude cube (Eskerod & Jepsen, 2013)

2.6 Summary

This literature review was categorized into three subjects: the adaptive reuse process, the stakeholders involved, and the different available stakeholder management tools. This subchapter aims to summarize the three different parts.

The first subject is the adaptive reuse process. This process consists of five stages. These are the initiation phase, the definition phase, the design phase, the realization phase, and the maintaining phase. The adaptive reuse process is also compared with greenfield development. Between these two processes, there are a few differences. The process of adaptive reuse of churches is more iterative than greenfield developments.

Furthermore, there are differences in the first three phases of the process. The first phase is the initiation phase. This phase is the most different compared to greenfield development. Because with adaptive reuse projects, there is an observation about a problem instead of a wish to create a new building. In addition, for this initiation phase to start, there has to be an initiation taker. This role is crucial for the process because without this role. There is also no project. The initiation takers connected to the adaptive reuse projects of churches are often locally organized and have no experience in such a project.

The second category was the stakeholders involved in an adaptive reuse project of churches. The stakeholders involved can be categorized in the process they belong to and their relation to the building. An overview of this can be seen in Table 2.

Table 2, stakeholders involved

Involved in process	Relation to the building	Stakeholder
Original involved	Religion	Roman catholic church, parish, diocese, churchgoers
	New use	Local citizens
	Legal	Province, municipality
Involved in process	Religion	Parish, diocese
	New use	Potential buyers, financial investors, project developers, real estate agents, architects, church building operators, insurance company, local citizens, cultural heritage organizations
	Legal	National government, Dutch cultural heritage, province, municipality, European Union, insurance church building cultural heritage associations
	Process	Media
Final	New use	Other religious organizations, church building operators, insurance company, interest group, local citizens, neighboring residents, cultural heritage organizations, foundations, end-users, end companies
	Legal	Dutch cultural heritage, province, municipality, insurance company, cultural heritage association
	Process	Media

This table indicates the stakeholders that can be involved in the adaptive reuse projects of churches. Not all the stakeholders are always involved, and more stakeholders mentioned in this table can be involved. That is also dependent on the project. This table shows how stakeholders are involved in the project, originally, during, or in the final product. Moreover, the table shows the relation of the stakeholder to the building. These relations can be religious, related to the process, or related to the new use. The goal of categorizing the stakeholder is to make visible what kind of stakeholders are involved, and the categories can help identify the stakeholders.

The third category was stakeholder management tools. Research has been done about eight different tools. These stakeholder management tools are used in linear projects. The adaptive reuse projects of churches are, however, iterative. Therefore, these tools investigated in the literature review might need some adaptations to work for iterative projects.

The tools that were investigated can be categorized in the use of the tool. This categorization is shown in Table 3 on the next page. The first category is the overall tool, this tool does not explicitly focus on one aspect, but it takes the entire process and describes a framework for tackling that. The second category is specific knowledge. In this category, specific knowledge about an aspect is analyzed, such as who the stakeholders are. The third category is the influence category. This tool shows how a stakeholder can influence the project. How this influence is calculated depends on the tool used. The last category is relationship. Here is explored how the different stakeholders relate to each other. This tool helps to get an idea how the relationship between the different stakeholders is.

Table 3, Stakeholder management tools overview

Category	Tool	Short description
Overall tool	Project stakeholder management strategy	9 steps for stakeholder management
	Stakeholder circle methodology	5 steps for determining stakeholders. A visual tool.
Specific knowledge	Stakeholder identification	Categorizing stakeholders on power, urgency, and legitimacy.
Influence	Stakeholder impact index	Giving an index per stakeholder for their impact.
	Stakeholder power-interest grid	Matrix with power and interest, four categories.
	Project stakeholder potential and attitude cube	Matrix for help and harm potential and one with attitude.
Relationship	Social network analysis	Influence and change potential between stakeholders.
	Stakeholder management web	The relation between focus stakeholder and surrounding stakeholders

Researches have focused mainly on the process of greenfield development processes and optimizing that. The topics covered in the literature reviews address the different elements in the adaptive reuse projects of churches. However, there is no known research that has examined how stakeholder management tools can help with this. This study is an opportunity to fill the research gap that exists regarding the optimization of adaptive reuse projects of churches with stakeholder management tools. An overview of the qualitative approach, using interviews, is provided in chapter 3.

3. Methodology

This chapter includes the research setup of the research, which explains how the research is conducted. Furthermore, it also includes the data collection, who are the people who are interviewed, and why these are chosen. Finally, it also includes information on how the data will be prepared for analysis and the analysis itself.

3.1 Research set up

The methods that were applied in this research are explained. Below in Figure 7, an overview of the research process is shown. In the subchapters, the different steps are explained. This research contains eight steps: literature review, conceptual model, the first round of interviews, second round of interviews, making of the booklet, case study, and the final product. This research is qualitative.

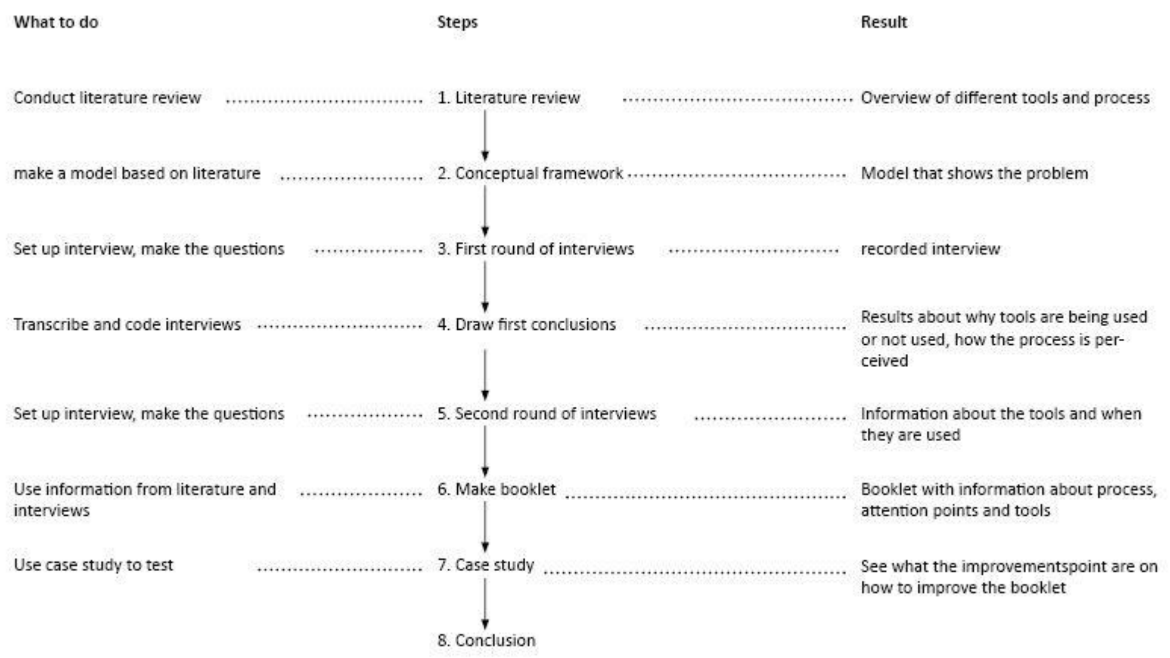

Figure 7, research set up

This research can be seen as exploratory to clarify the different stakeholder management tools and show the process of adaptive reuse and the different steps of adaptive reuse. This research combined semi-structured interviews with in-depth interviews to create a booklet that shows the process and the different tools. The interviews were transcribed, and this is coded to be able to analyze the results.

3.1.1 Literature review

Chapter 2 shows the first part of this research: the literature review. Research has been conducted towards the history of churches in the Netherlands, adaptive reuse, building process, adaptive reuse building process, and different stakeholder management tools.

3.1.2 Conceptual framework

For this research, it helps to create a conceptual framework to understand the problem and help as a guide for this research. In order to create this framework, first four conceptual models are made. These conceptual models are based on the literature review. The goal of this framework is to make apparent what the effects and attributes are in this research. To create the conceptual framework, four conceptual models were made. Another purpose of these conceptual models is to see whether there are different results between the literature and the interviews.

As mentioned in the literature, there is a difference in the greenfield development and adaptive reuse process. Both conceptual models of the processes are shown below (Figure 8, Figure 9). It is interesting to compare these two.

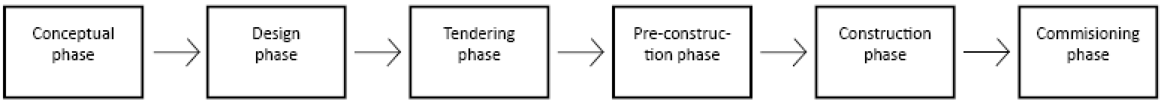

Figure 8 Conceptual model, the greenfield building process

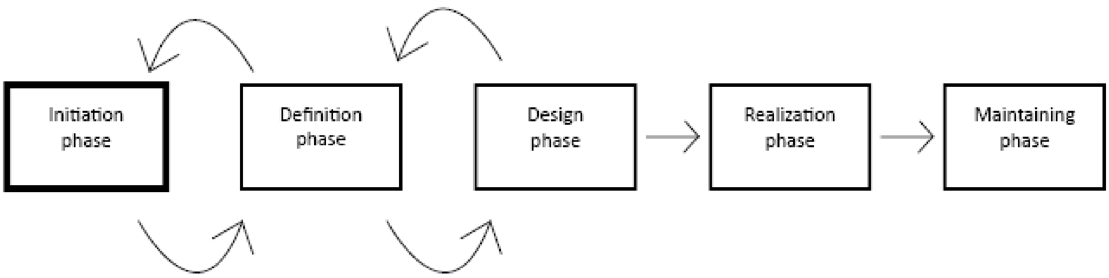

Figure 9 Conceptual model, the adaptive reuse church process

There are two significant differences when comparing the greenfield building process with the adaptive reuse process. First of all, the process of adaptive reuse is more iterative. Especially in the first phases, it is essential to look back at the previous stage and reconsider the ideas of that phase. Besides that, it is also necessary to relate to the earlier steps and go back to an earlier step if necessary. Another difference is the initiation phase, which plays an essential role in adaptive reuse projects.

In the literature, there is also a focus on the different stakeholders and different stakeholder management tools. Conceptual models of these subjects are also made. The stakeholders from the literature can be categorized based on the involvement in different parts of the process. The concept model is shown in Figure 10 Conceptual model, stakeholders. This concept model consists of four smaller ones. The first three show the stakeholders that are involved in that specific phase. The fourth combines them and creates one model where all the stakeholders involved in the project are shown.

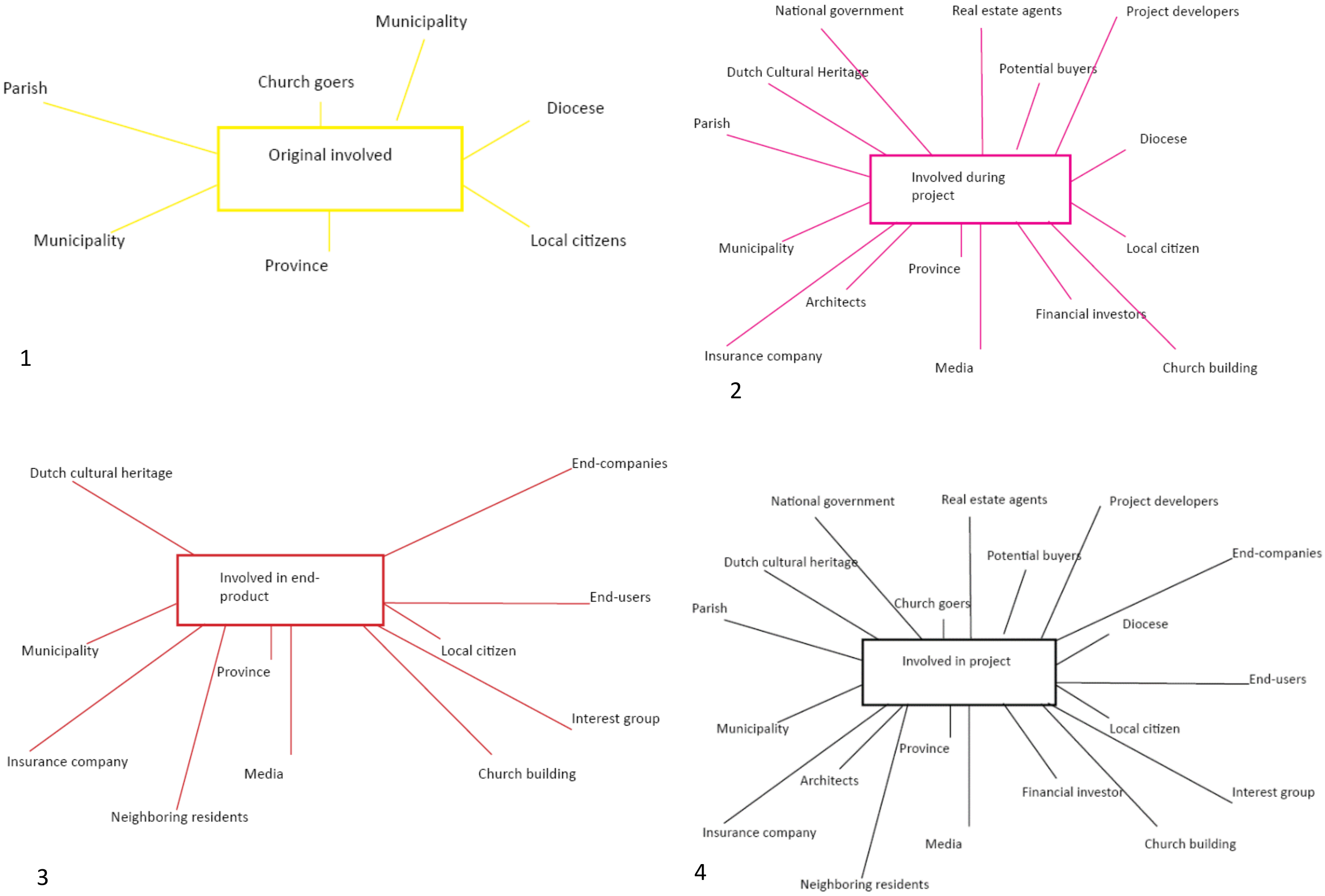

Figure 10 Conceptual model, stakeholders

In chapter 2.5, the different tools are described. These tools are categorized; this categorization is based on the function of various tools. A conceptual model for this is shown in the figure below.

Overal tool	Project stakeholder management strategy Stakeholder circle methodology
Specific knowledge	Stakeholder identification
Influence	Stakeholder impact index Stakeholder power interest grade Project stakeholder potential and attitide cube
Relationship	Social network analysis Stakeholder management web

Figure 11 Conceptual model, stakeholder management tools

The attributes of the four conceptual models of the processes, stakeholders, and tools can be combined into one conceptual framework to study how churches' adaptive reuse process can be optimized. The framework is shown in Figure 12. This conceptual framework is used as a base for this research. This framework shows the two leading causes that influence churches' adaptive reuse processes, involving the right stakeholders and understanding the process. The blue boxes show the attributes for this. Stakeholder management tools can be used to involve the right stakeholders. Furthermore, it is essential to understand the different phases in this process, particularly the initiation phase, the definition phase, and the design phase.

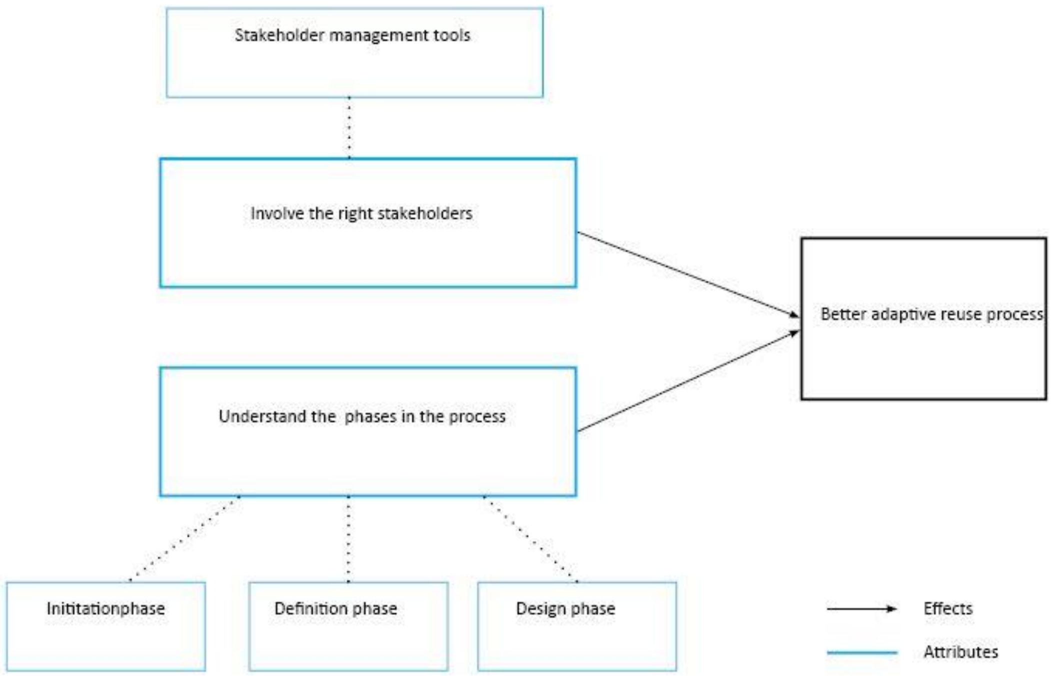

Figure 12 Conceptual framework

3.1.3 Semi-structured interviews

To conduct this research, it is essential to gather the right information. From the literature review, basic information could be gathered. However, information about the use of stakeholder management tools in the adaptive reuse process of churches could not be collected. In addition, information about how people perceive the process could also not be retrieved in the literature review. To fill up this research gap, semi-structured interviews were needed. This research aims to determine how people perceive the different steps in the process and whether they have used or heard of the stakeholder management tools.

Gall, Gall, and Borg (2003) describe three different interview design formats: informal conversational interview, general interview guide approach, and standardized open-ended interview. The researcher does not have prepared interview questions for the informal conversational interview method but goes with the flow. There are no specific types of questions predetermined, and everything is formulated at the moment. Due to the lack of structure present, this type of research allows for much flexibility, but this lack of structure also makes it harder to code the data. For this research about the stakeholder management tools in adaptive reuse, it is not useful.

The general interview approach is another interview method. This approach is more structured than the one mentioned before but still leaves room for flexibility. How the questions are asked depends on the researcher, this means the number of questions can differ per person and how they are answered. This interview design's asset is the freedom the researcher has with still focusing on the general areas and much adaptability in retrieving information. This method is not suitable for this research.

The standard open-ended interview is the last interview design described by Gall, Gall, and Borg (2003). This design is the most structured, the questions are beforehand made, and everyone receives the same questions. The questions are open-ended, which creates an opportunity for the respondent to answer the question as detailed as they want. Nevertheless, this design also allows asking follow-up questions. With this design, there is also a shortcoming, which is the difficulty of coding the data. Because the questions are open-ended, it gives the respondents much freedom to answer them, making it harder to extract themes. The standard open-ended design was the best fit for this research because it is essential that the same questions are asked.

Before the interviews could start, the interviews needed to be prepared. McNamara (2009) addresses a couple of relevant principles for this research: explain the purpose of the interview, focus on the terms of confidentiality, and explain the interview setup. When formulating the questions, attention needed to be given to some aspects; it should be open-ended, the questions that were asked need to be as neutral as possible, and the questions should be worded clearly.

There were between 16 and 21 questions in the interviews. This number depends on the type of stakeholder that is interviewed. Some question relates to the function the interviewee has and therefore additional questions were asked. The questions can be divided into three main subjects. The first subject is the introduction (questions about who they are, how they end up in the project, and their relationship with the building). The second subject is the process (questions about their role and responsibilities, the different process steps, how everyone is involved, and what improvements can be made). The third subject is about the stakeholder management tools (questions about the familiarity of the tools and using the tools, this can be both directly and indirectly). This type of interviewing can be conducted online and offline; often, offline is preferred because it is easier to understand the person and make them feel comfortable. Unfortunately, due to the Covid-19 situation, it was harder to do them offline. Therefore the interviews were conducted online, except for one. The online interviews were conducted via Microsoft Teams.

The number of interviews is dependent on the type of stakeholders and when the data is saturated. As seen in Figure 10 Conceptual model, stakeholders, stakeholders can be divided into three main categories: the original involved, involved in the process, and involved in the end product. Furthermore, the projects can be divided based on the projects' phases, the initiation phase, ongoing projects, and finished projects. Combining this leads to the following schema, and these are the stakeholders that are preferably be interviewed.

- Initiative
  - Original involved -> initiation taker
  - Original involved -> Parish/municipality
  - During process -> 'expert' someone who is hired to help with the initiation phase
- Ongoing
  - Original involved -> Parish
  - During process -> Project manager
  - During process -> Municipality/end-user

        - End product -> End-users
- Finished
    - During process -> Project manager
    - End product -> Local citizens/ neighboring residents’
    - End product -> End users

The initial goal was to interview ten people because, initially, there were three cases to study. During the research process, one additional case was added, and therefore three more people were interviewed. Thus, a total of twelve interviews took place, with thirteen people as one was a duo interview. After this, saturation took place. Saturation implies that there is no new information introduced by adding additional interviewees into the research. Therefore, the twelve interviewees provided sufficient information for this research. An overview of the people that were interviewed is shown in table Table 3.

Table 3, overview interviewees

Church project	Project phase	What	Number
De Petrus, Vught	Finished	Owner	3
		Initiation taker and chairman museum	7
		Treasurer foundation De Petrus	6
Sint Jan, Roosendaal	On-going	Project manager	4
		Duo interview: Alderman + Municipality	8
		Concept developer	9
Oss	-	Parish	10
		City designer (municipality)	12
		Project manager	11
Den Hout	Initiation	Initiation taker	2
		Policy officer municipality	5
Multiple	-	‘Expert’	1

3.1.4 Second round interviews, in-depth interviews

Initially, the plan was to conduct only one round of interviews. Yet, not all interviewees requisite information about the stakeholder management tools. Therefore, the second round of interviews was conducted. These interviewees were selected from the interviewees from the first round, because some of them required the knowledge about the tools sufficient enough to gain more in-depth information on the tools. The interviewees of the second round are called experts.

During these in-depth interviews, it was essential to determine how they used the tools and when they used the tools during the project. This step is important because the literature does not provide enough information about the stakeholder management tools, specifically about churches' adaptive reuse. During the first round of interviews, the focus was specific on the familiarity of the tools.

3.1.5 Creating the booklet

The literature review and the data from interviews can be used to create a booklet. This booklet shows the different steps in the project, attention points, and the different stakeholder management tools that can be used. The booklet must be understandable for those people who never worked with these kinds of projects before.

3.1.6 Case study

The goal of the case study was to test whether the booklet can improve the adaptive reuse projects of churches. Two cases from the cases in this research were chosen for this case study. This case study investigates whether the problems that have occurred in the adaptive reuse process of the cases could be prevented or minimized if the booklet was applied during the process. Before using the booklet in the case study, the tools' explanation was tested in the second round of interviews. During this interview, the experts were given a document with the tools and explanation. The experts gave their feedback on this document. This feedback was then used to improve the booklet to be used in the case study.

3.1.7 Conclusion

Qualitative research was necessary because little research has been done about stakeholder management tools in the adaptive reuse projects of churches. The literature review was necessary to understand adaptive reuse, its process, and the different types of stakeholder management tools. With this information, the conceptual model was created and tested during the interviews. In the first round of interviews, questions have been asked about the process, the stakeholders, and the use of stakeholder management tools. From this, first conclusions were drawn, and new interviews with experts took place to gain in-depth information about the stakeholder management tools. The last step included creating the booklet and conducting the case study.

3.2 Data collection

To retrieve the data that is necessary for this research, interviews were held. This chapter explains how interviewees were selected for the interviews, the interview setup, and how the data was collected.

3.2.1 Interviews

After the literature review, it was necessary to conduct interviews to retrieve the necessary data. The interviews were set up in a specific way. This setup will be explained here. The first step was to see which kind of people were needed for this interview. The people relevant for this interview must possess relevant information about the adaptive reuse of churches' projects. The interviewees were either people who already have worked on such a project or working on it now. The next step was to contact these people. For this, the network of the Province of North-Brabant was used. They sent out an email with the question if people wanted to contribute to this research. A few people answered, and from those, it started. It was relevant for the research that a couple of people of the same project were interviewed because they could provide a complete vision of the project. From the contact person, more people were asked to contribute. Four cases were chosen that were relevant for this research. The four cases are all in different stages of the process, some are finished, and others are just getting started. This choice has been made because, in this way, different aspects of the process could be highlighted. In addition to the four cases, one expert not related to a specific church was also interviewed. The person is self-employed and works with adaptive reuse of religious projects. In total, 12 interviews were held with 13 people.

3.2.1.1 Case A

The first case is a project in Vught, de Petruskerk. This church has been transformed and is already in use for a few years. In this case, the church was already empty and deconsecrated. Some local people wanted to maintain the church, and a foundation was made; this all took place around 2005. The initial plan failed due to some problems, and in 2010 a new plan was made to reuse the church. Finally, in 2016 the first part of the church opened, and in 2018 also the other parts. The functions of the building are a restaurant, library, museum, shop, offices, and a meeting center. To achieve specific functions, expansions were needed.

For this case, three people were interviewed, the owner, the initiation taker, and the foundation's treasurer. The owner only joined the project when the first plan failed, and a new group of owners was needed. However, the owner is aware of the history of the project. The initiation taker was involved with the project from the start. This person was involved in the entire process with different roles. Furthermore, the foundation's treasurer joined the team a couple of years before it was finished; this person missed the beginning phase. However, this person could provide information about how someone gets involved in a later stage.

Figure 13 De Petrus, Vught, new function (“DePetrus, Vught,” n.d.; DePetrus, n.d.)

3.2.1.2 Case B

The second case is of a church in Roosendaal. This project is an ongoing project which is not finished. Interesting about this project is that before it started, it was already a different function than the church building's original function. The previous renter did not want to extend the contract anymore, and the church became vacant. Because there was already a different function before, it made it easier to convince the diocese of the new plans. The new functions' ideas are not completely defined yet, but much attention is given to the heritage.

For this case, four people got interviewed, of which one was a duo interview with an alderman and a policy advisor of culture from the municipality. Furthermore, the project manager and a concept developer were interviewed about this case. The project manager joined the project roughly at the same time as the idea got more detailed. The alderman and the person from the municipality were involved from the very early phase. The alderman had an idea for this church for a longer period. The alderman is responsible for the financing but also spatial planning and urban development. The last person, the concept developer, is specialized in developing concepts and has worked on more projects like this. This person was also involved from a very early stage and started around the same time as the project manager, and they work together a lot.

Figure 14 Sint Jan, Roosendaal, exterior and interior (den Ridder, 2018; "St. Jan, Roosendaal," n.d.)

3.2.1.3 Case C

The third case is not specific about one church but covers several churches in the municipality of Oss. Oss has a church vision in which they have created a plan how they see the future of the churches, where it is mentioned which churches to keep and which ones will become vacant. This church vision helps the municipality with making new plans on time. This church vision is not limited to church buildings only but is also a document for the future of other religious buildings in Oss.

Three people have been interviewed; these included someone from the parish board, a city designer, and a project manager. The interviewee from the parish board is involved in religious work for the parish and is also involved with churches' redevelopment of that specific parish. Oss has multiple parishes, and the churches are divided under these parishes. This person showed the perspective of the parish in adaptive reuse projects. The second person was someone from the municipality, a city designer. His role is making sure the church's function also fits in with the city and the neighborhood; attention is given to the history. Another function of this person is to connect the people working with heritage. This person is often involved from an early stage in the process. The last person was a project manager, which is responsible for the execution of the process. The project manager also works together with the parish to search for possible new functions for a church.

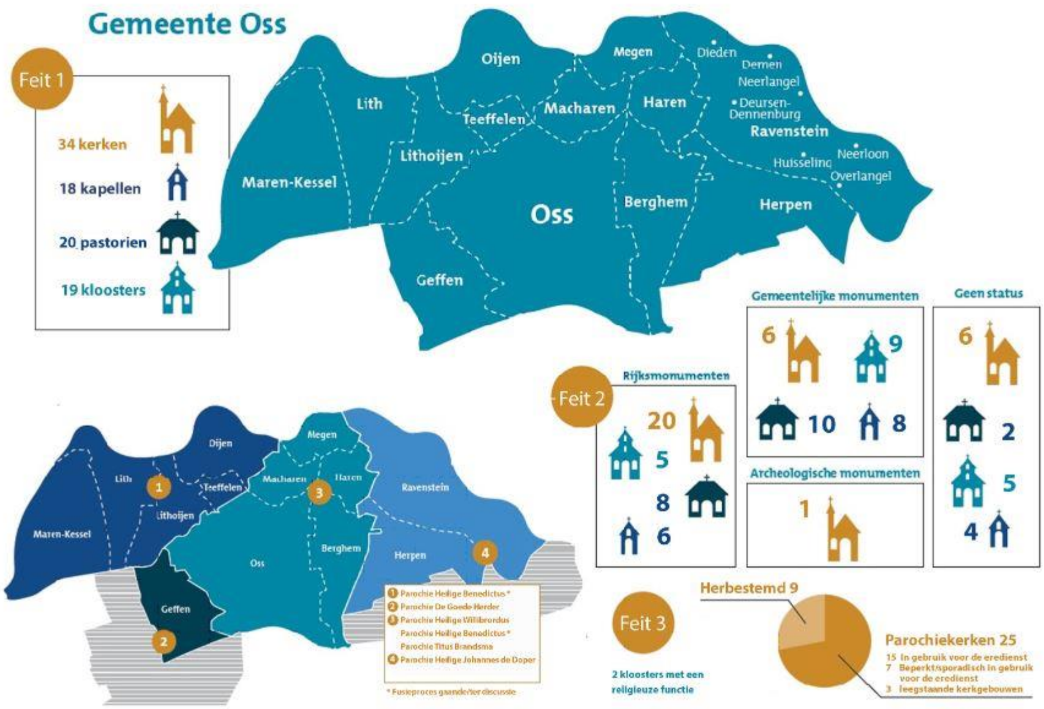

Figure 15, Kerkenvisie Oss (Maas, 2020)

3.2.1.4 Case D

The last case is a church in Den Hout, the Corneliuskerk. In this case, the church was for sale, and people from the town wanted to save the church from demolishing. The project is in the very early stage of the adaptive reuse project. The church has recently been bought, but the owners are now negotiating with the diocese to see which interior elements can be kept and which to remove. The church's new function will be a combination of education, culture, well-being, and economic aspects.

For this case, two people have been interviewed. The first one is both the initiation taker and buyer. The initiation taker has been involved from a very early phase with the adaptive reuse of this church. In addition, this person can also be seen as the project manager and has contact with the parish and other companies or people for the church's new function. The second person works for the municipality as a policy employee of monuments. This person is involved in this project as a contact person between the municipality and the parish. This role includes checking the project’s process and see if everything is going well.

Figure 16 Corneliuskerk, Den Hout (kerkfotografie Nederland, 2016; Toekomst religieus erfgoed, n.d.)

3.2.2 Interview set up

The way the interviews were carried out reflects on the results retrieved from these interviews. This is already briefly discussed in chapter 3. The questions were asked open and transparent. The interview was divided into three parts: the introduction, the process, and the tools. The goal of the first part was that the interviewees had the opportunity to introduce themselves and put themselves at ease. In this part, questions were asked about how they got involved in the adaptive reuse process and their possible relationship with the building. In the second part, which was more in-depth into the process, questions were asked about the interviewee's role, how to manage people and how the process is proceeding or went. The last part is about the tools, questions were asked about their knowledge about specific tools, if they have ever worked with them and what their opinion about these tools is. The number of questions asked differs a bit as this is dependent on the role of the interviewee. In general, there are 16 questions. Some additional questions were added per interviewee because of their role. The questions that were asked are included in Appendix I. The interviews were conducted online with the program Microsoft Teams because of the current Covid-19 situation. The interviews were recorded for further analysis.

3.3 Data analysis

The previous chapter discussed how the data was retrieved. This chapter explains how this data was prepared to be analyzed and includes the analysis itself. The steps taken are transcribing the audio files, coding the files, and analyzing them.

3.3.1 Data preparation

To analyze the interviews, the interviews needed to be transcribed. This means that the audio files derived from the interviews had to be converted to text files. The transcribing was carried out with the program o transcribe, where the audio files were uploaded and then played at a slower tempo to type out the text. Afterward, the text files were uploaded in the program Atlas.ti to code. To allow coding, a coding scheme was designed. This design of the coding scheme was based on the questions asked during the interviews and the literature categories. Each question was coded. There are three main codes, process, stakeholders, and stakeholder management tools. Then these main codes were divided into smaller subcodes based on the questions. These smaller subcodes are needed to understand better the process, stakeholders, and stakeholder management tools. Which subcodes are chosen are explained in this subchapter.

The codes given to the text were there to help with the further analysis of the text. With coding, it is helpful first to read the text files and start with open coding. Therefore, at first, codes with a larger scope (main codes) were given to the text fragments. For this research, the three main codes are process, stakeholders, and tools. The next step is to further split these up into smaller codes, the subcodes. The codes and subcodes were based upon the questions that were asked and, therefore, more convenient to code.

For the adaptive reuse process, different elements are relevant for this research. First of all, the different phases in the process; the initiation, definition, and design phase. These phases were relevant because, in the literature, these phases are already identified. It is interesting to see if the interviewees identify the same phases as were identified in the literature. Within the category “process”, it was relevant to receive background information about the project, how the interviewee gets involved in the project, and its role in the project. This category is relevant because the assumption was made that it was essential to see if there are any relations between the interviewee and the process's progress.

Furthermore, it was interesting to see if there are any obstacles or attention points and how is dealt with the information relevant to the project. The subcode “attention points” and “obstacles” are relevant because the literature suggests that it is known that the process could be optimized. When the attention points and obstacles are known, this can help with optimizing the process. The subcode “how to deal with information” is relevant because it is essential to see how the project takes care of information and if this can be improved. An overview of the process's codes and labels can be found in Table 4Table 4, Coding scheme process on the next page.

Table 4, Coding scheme process

What		explanation	Code
Different phases			PHA
	Initiation	Steps that belong to the initiation phase	PHA.in
	Definition	Steps that belong to the definition phase	PHA.def
	Design	Steps that belong to the design phase	PHA.des
Project information			
	Background project	Information about project	RB
	Involvement project	How someone got involved in the project	IN
	Role process	The role of the person	RP
Attention points		Attention points in the process	IP
Obstacles		Obstacles in the project	OP
How to deal with information		How to make sure everyone receives the right information	IS

The second element, thus the second main code, that was relevant for this research are the stakeholders. The choice of stakeholders' subcodes is based on the literature to see which ones were the critical stakeholders. It was also relevant to get a list of the different stakeholders involved in adaptive reuse projects addressed in the first subcode. Furthermore, a separate subcode was given to the municipality and the diocese. The municipality got a separate subcode because, during the interviews, it was apparent that the municipality plays an important role. The diocese has its subcode because, from the literature, it was evident that the diocese is a complicated stakeholder and a unique stakeholder. Furthermore, subcodes were given on how to deal with and how to manage the stakeholders. This subcode was created because this research aims to see if stakeholder management tools can improve the process. It is relevant to see how the stakeholders are managed at this point. An overview of the different codes can found in Table 5Table 5, Coding scheme stakeholders.

Table 5, Coding scheme stakeholders

What	explanation	Code
Stakeholders	Stakeholders involved in that project	ST.p
Municipality	Information about the role of the municipality in the process	ST.ge
Diocese	Information about the role of the diocese in the process	ST.bi
Dealing with stakeholders	How to deal with stakeholders	MA
Manage stakeholders	How to manage stakeholders	MA

The last element, thus the last main code relevant for this research, is the stakeholder management tools. Only three subcodes have been added here. The subcodes have been created to answer subquestion 3: *What kind of stakeholder management tools exist, and which are functional for adaptive reuse of churches?* To answer this subquestion, it is necessary to research the knowledge and use of the tools. The following subcodes can help with this. These are indirect use of the tools, the familiarity of the tools, and the interviewees' opinions. An overview of the subcodes of tools can be found in Table 6, Coding scheme tools.

Table 6, Coding scheme tools

What	explanation	Code
Indirect use	Are tools used indirectly	TOO.iu
Familiarity tools	Are the tools known	TOO.fi
Opinion tools	The opinion about the tools	TOO.op

3.3.2 Analyzing

According to the coding scheme, relevant text fragments were given a code; this is done for all the text. In Atlas.ti an overview of all the text fragments and their codes can be easily downloaded for further research. The text fragments and their codes can be found in Appendix II. The codes were divided into three categories. These are the process, the stakeholders, and the stakeholder management tools. These main codes were then further divided into subcodes. The corresponding subcodes can be seen in tables 4, 5, and 6.

The first main code is process, this was split up into five subcodes. The first one is the different phases. For the phases, it was interesting the see what the different steps were. These steps could be translated into a timeline to make it clear what the process is. The subcodes “background project, involvement project, and role project” were not further defined. These codes were only relevant for understanding the process and the relation between the project and the interviewee. The subcodes “attention points, obstacles, and how to deal with information” were categorized based on how specific those aspects are to the project. Are these aspects only relevant for that specific project, or is it also relevant for other projects? This specificity was defined in the interviews. The definition can be found in Table 7, .

Attention points are points mentioned by the interviewees that suggested a way to improve the adaptive reuse process. Attention points were divided between specific, medium, and general as attention points can be specific for a project and do not help other projects. An attention point is general if it is also relevant for other adaptive reuse projects for churches. Obstacles are those points in the process that could lead to difficulties in the project. This could be for a specific case only, or the difficulties can occur broader in more projects. The last subcode for the process is how to deal with information. For this, questions were asked about if a specific method was used on how to deal with information regarding the project.

Table 7, Definition specificity stakeholders process

Construct	Subcode	Specific	Medium	General
Process	*Background project*	-	-	-
	Involvement project	-	-	-
	Role process	-	-	-
	Attention points	Attention points only specific to that case	Attention points that could occur in multiple projects	Attention points about the general process
	Obstacles	Obstacles about the specific case	Obstacles that could occur in multiple projects	Obstacles in the general process

	How to deal with information	Not a specific method is used	For certain things, tools are used but not for all	A specific method is used

The construct stakeholders were analyzed with the help of a so-called impact factor. This impact factor is a way to clarify how critical individual quotes of the interviewees are. There are three levels of impact: low, medium, and high. Low represents stakeholders that do not play a role; with medium impact, the role is already bigger. In high impact, the stakeholder's role is of great importance, and the outcome of the process is dependent on the stakeholder. The definition of the impact factor per subcategory is given in Table 8. It was interesting for the first subcode, "stakeholder," to determine which of the stakeholders significantly affected the process. This was done by listing all the stakeholders mentioned during the interviews to see which stakeholders were mentioned and assessing whether those stakeholders were relevant in all adaptive reuse projects of churches or only in specific projects. How much impact a particular quote had, was based on the literature. The stakeholders that were mentioned often and were not related to a specific case are of high impact. The next two subcodes, municipality and diocese, were taken separately because, during the interviews, it became clear that they had an essential role in the process. To find out precisely what this role was, specific codes were given to those. Moreover, there is also a subcode for the managing of stakeholders. Here, the impact factor is given from low to high. Low implies that there is no specific method or way that stakeholders are managed, and high that a specific method or tool was used how they were managed.

Table 8, Definition impact factor stakeholders

Construct	Subcode	Low impact	Medium impact	High impact
Stakeholders	*Stakeholders*	Stakeholders that do not influence the project	Stakeholders should not be neglected, but the result is not highly dependent on these stakeholders	Stakeholders where the result is highly dependent on the stakeholders
	Municipality	Municipality plays no role	Municipality plays somewhat a role	The outcome of the process is highly dependent on the municipality
	Diocese	Diocese play no role	Diocese plays hardly a role	The outcome of the process is highly dependent on the diocese
	Managing stakeholders	Stakeholders are not managed in a certain way	Stakeholders are only managed by having meetings and calls	Stakeholders are managed by a specific method

The tools were divided into three aspects. These are the indirect use of tools, the familiarity of the tools, and the opinion about the tools. Here it was also relevant how much impact the subcodes had on the project. The impact factors for the subcode indirect use were: the tools are not used, the tools were indirectly used, and the tools were directly used. The impact factor for the familiarity of the tools was defined if the interviewees have heard of the tools. Furthermore, the impact factor for the last subcode (opinion about the tools) was whether the interviewees thought the tools could make a difference and whether the interviewee would use the tool or not. These definitions are also shown in Table 9.

Table 9, Division sub code tools

Construct	Subcode	Low	Medium	High
Tools	*Indirect use*	The tools are not (indirect) used	Tools are indirectly used	Tools are used directly.
	Familiarity with tools	Never heard of tools before	Are familiar with tools but do not use them	Are familiar with the tools and are using them
	Opinion of tools	Do not think they make a difference	Does think make a difference but will not use them	Does think make a difference and in future will be using them

Once the text was analyzed by coding, the relevant quotes were retrieved from the interviews. These quotes can be found in chapter 4 results.

3.4 Ethical concerns

The ethics remained a priority throughout this research. Before the interview, the interviewees received an informed consent form. Here the set-up of the interview was explained as well as the purpose of the interview. Furthermore, the goal was explained and how the data would be saved. This document can be found in Appendix V, and it was written in Dutch as the interviewees' mother language is Dutch. The risks to human subjects associated with this research were minimal and sensitive questions like religion were not asked. Additionally, all recorded data was stored on a secured drive of the university and will be erased after this research is finished.

3.5 Summary

The goal of this chapter was to outline the research methods used in this research in order to answer the research question. This chapter included the procedure, the interviewees, the data collection, and the interview questions. Interviews have been conducted to determine the process, the stakeholders, and information about the stakeholder management tools. All interviewees contributed to this research by sharing their experiences of the adaptive reuse of churches. The goal of chapter 4 is to provide the results of this research and demonstrates the methodology described in this chapter was followed.

4.0 Results

In this chapter, the results of the research will be discussed. It shows both the results of the first and second round of interviews. Furthermore, it answers the sub-questions that were created in order to answer the research question. These questions can be found in chapter 1.2.

4.1 Results interviews round 1

In the first round of interviews, three aspects have been discussed: process, stakeholders, and tools. The three aspects will first be described individually before discussing their interrelation. This chapter highlights some of the quotes that support the statement. Not all the quotes are mentioned here. All the quotes are added in Appendix II.

4.1.1 Process

This paragraph discusses the phases of the project, the obstacles, and attention points. To get an overview of the process, the process's various steps are organized in a timeline. This allows to see what happened in the different case studies and could help draw a generalized conclusion. For the other parts, a more concrete conclusion can be given.

4.1.1.1 Different phases

The initial thought was to divide the process into three phases; initiation, design, and definition phase. However, churches' adaptive reuse process is a much more iterative process than initially thought, making it more complicated and not useful to divide the process into these different phases. It is much more relevant to look at the entire process and see if some moments took place in all those projects. If that is the case, then the various process steps can be defined and put on a timeline.

As mentioned in chapter 3.2, there are four different cases investigated in this research, cases A, B, C, and D. Interviews have been conducted with people who took part or are taking part in these projects. Figure 17, timeline cases shows the timelines of the process steps of cases A, B, C, and D, on page 67. These timelines are limited because it only shows bigger steps in the project. They differ in scale because some cases are already finished, so looking back in time gives a more general process than other cases that are still going on where a more detailed process can be given. Case C does not have any time indication because not one specific case is investigated, but the general process. These four timelines are then used to make one general timeline to see how adaptive reuse processes look and their actions. This general timeline can be found in Figure 17, timeline . In order to create the four individual timelines, the process of these cases needs to be investigated. The process of the four cases is described below using the quotes and information from the interviews.

Case A started with an observation that there was a problem. The church might get demolished. A foundation was set up to save the church, and the church got deconsecrated. A plan was made together with the housing association. During this same time, the first subsidy was received.

> *"die stichting tot behoud van de Petrus, die werd opgericht en aantal verontrustende Vughtenaren die hoorde dat de kerk mogelijk gesloopt zou worden. En die stichting tot behoud van de Petrus, die wilde dat juist weer voorkomen. Die zijn in contact getreden met de lokale woningcorporatie, hadden een plan gemaakt". - geïnterviewde 3*

"That foundation for preserving the Petrus was set up, and some worrisome people from Vught heard that the church might be demolished. And that foundation to preserve the Petrus wanted to prevent that. They contacted the local housing association and together made a plan". – interviewee 3, translated

In addition, an architect was hired to create a first plan that could help to convince the diocese. During this same time also, a subsidy was received.

"Toen is er dus een plan gemaakt, een architect bij betrokken (..) want wij moeten nog proberen de kerkbestuur en de bisschop overtuigen dat er een herbestemming van kerken". - geïnterviewde 7

"So, then a plan was made, an architect got involved (..) because we still needed to try to convince the church board and the diocese of a reuse of the church". – interviewee 7, translated

The plans were very ambitious, and the project team needed the municipality to guarantee the plans. The municipality disagreed and the project stopped.

"En dat is mislukt omdat toen de plannen klaar waren de gemeente zei, nee de gemeente gevraagd werd om garant staan mocht dit plan tegen vallen, dus mocht het meer geld gaan kosten. En toen heeft de gemeenteraad gezegd we geven geen garantie af". – geïnterviewde 7

"And that failed because when the plan was finished, the municipality said no, the municipality was asked as a guarantor if the plans failed and it would cost more. The city council said no, we do not guarantee the plans". – Interviewee 7, translated

Some worried people from Vught were afraid that the church would again be demolished and contacted new people who could be the new owners. Now a new plan together with the municipality was made, and subsidies were securitized. The relevant parties and stakeholders were found, and the church's restoration could begin and building new spaces.

"Dus we hebben toen echt in zeer korte tijd een plan gemaakt, alle partijen achter het plan gekregen, de gemeente, het bisdom, de parochie, ook de instelling die hier zou komen, de aanneming die zijn begroting heel snel heeft gemaakt. Dus eigenlijk hadden we in no time een plan we hadden de stakeholder verzameld en we hadden die twee miljoen gesecureerd (…) Toen zijn we begonnen met de restauratie van de kerk (..) En het bouwen van de vier commerciële bouwen". – geïnterviewde 3

"So then we made a plan in a very short time frame, got all the parties together for the plan, the municipality, the diocese, the parish, also the institution that would take place, the budget was made quickly. So basically, we had a plan in no time, gathered all the stakeholders and secured those two million (…) Then we started with renovating the church (…) and building four commercial buildings". – interviewee 3, translated

A new foundation was made to maintain the financial sources and the offices, and the restaurant opened. A few years later also the other parts opened. This concludes the final process of case A.

"orde moest gaan houden tussen de huurders is er een beheerstichting tussen geschoven". - geïnterviewde 6

"Had to keep order between the tenants, and a management foundation was placed in-between". – interviewee 6, translated

"Het kantoor en restaurant zijn in 2016 opengegaan". – geïnterviewde 3

"The office and restaurant opened in 2016". – interviewee 3, translated

In case B, the church was already deconsecrated because there was a previous renter. This renter did not extend his leasing contract, and a new renter needed to be found. During this time, the municipality and a museum employee started discussing ideas for the church.

"het begon dus eigenlijk met de kerk die leeg stond. Vorige huurder was eruit gegaan(…) Dus dat was gewoon die wethouders kwam er mee dat dit is gewoon niet zoals he t zou moeten. Die is toen naar mijn werk gegaan, dus toen hebben ze gepraat". - geïnterviewde 4

"It started with that the church was empty. The previous tenant had left (…), so the councilors realized that this is just not the way it should be. They went to my work and talked". – interviewee 4, translated

"(…) heeft dat huurcontract opgezet en de kerk wordt incidenteel gebruikt dus eigenlijk begin het bij ons ook te borrelen van eigenlijk zullen wij ons proactief erin stappen of we zelf initiatief kunnen nemen". – geïnterviewde 8

"(…) canceled the lease contract, and the church is now used occasionally, so we started to think we can be proactive and take the initiative ourselves". – interviewee 8, *translated*

A new plan needed to be created, and for this, some rough ideas and SWOT analysis were made. Moreover, concept thinkers also got involved. In addition, a business case about the church started, and there were many talks with all sorts of people. At this same time also subsidy requests were made.

"Veel gesprekken met de gemeente, veel gesprekken met BOEI (..) Met de conceptdenker in zee gegaan met iemand die mee naar de businesscase keek en eigenlijk steeds met elke stap meer dat plan wat verder vormgegeven". - geïnterviewde 4

"many conversations with the municipality, many conversations with BOEI. Worked with the concept thinker and someone who looked at the business case and with each step making plans more concrete". – interviewee 4, translated

The next step included searching for possible new renters, public opinion research, and a rough calculation of the costs. A first publication was made.

"Toen er uiteindelijk partners bij gestopt nou dan krijg je natuurlijk een hele tred met alle partners met ze te praten. Toen is er een kleine soort van voorpublicatie in is gekomen, waar iedereen nog op kon schieten". - geïnterviewde 4

"Finally also more partners joined, well then you naturally get all the partners to talk. Then a kind of pre-publication was made where everyone could give their feedback". – interviewee 4, translated

The next step included consulting with the municipality, a building historical research and building analysis were conducted. At the same time, an architect needed to be found. The plan got further developed, and a contract was closed.

> *"Toen ook overleg met de gemeente. En nu zijn we vooral met het bouwhistorische aan het doen. En dus ook aan het voorbereiden voor een nieuwe publicatie voor de gemeenteraad maar daarbij moet je bijvoorbeeld ook denken aan een overleg met lokale ondernemers. Hoe zij het zien met omwonenden, wat voor een boosdoeners er zouden zijn". - geïnterviewde 4*

> *"Then there was consultation with the municipality. And now we are mainly dealing with the building history. And we are also working on a new publication for the city council, for that we also discuss with local entrepreneurs. Also, what do the local residents think of the plan, and what kind of problems could there be". – interviewee 4, translated*

The plan is now not yet developed. The future steps include if the municipality agrees on the plans and the finances are covered, the plans can be finished, and the building can be renovated. This concludes the final steps in case B.

> *"Stel dat de gemeente mee zou instemmen ja dan moet je de plannen die je al verder uitgewerkt zijn nog verder gaan uitwerken. (…) we zijn bezig met een kostenraming. Nou die moet je dan echt goed uit gaan werken, een architect gaan zoeken die voorstellen gaat doen voor de bouw. En ja en dan aannemers zoeken en dan wil je eigenlijk gaan beginnen". - geïnterviewde 4*

> *"Suppose the municipality would agree, then you have to work out the plans even further (…) we are also working on a cost estimate. You have to work that out well, looking for an architect who will design for the construction. Then you need to find contractors, and then you can finally start". – interviewee 4, translated*

In case C, the steps to take started with that a church was no longer feasible. Then the parish has an initiative for the future of the church. The church gets deconsecrated. Ideas are made for a new plan to identify new possible functions.

> *"Het parochiebestuur is altijd initiatiefnemer van een herbestemming en die is eigenaar van de kerk en als die op een moment financieel of dat ze de kerk niet meer gevuld kunnen krijgen of dat ze tot de conclusie komen dat ze besluiten om de kerk te sluiten en aan de eredienst onttrekken, dan gaat het parochiebestuur het initiatief nemen". – geïnterviewde 10*

> *"The parish board is always the initiator of redevelopment, and it is the owner of a church. If they decide to close the church and deconsecrate the church due to the financial problems or people do not go anymore to that church, then the parish board takes the initiative". – interviewee 10, translated*

The next step includes discussing with the municipality. The plans are further developed and made more concrete together with experts.

> *"een andere bestemming te krijgen en dan ga je mee in dat gesprek om te kijken of het een andere herbestemming kan krijgen. Dan ga je architecten erbij halen en constructief van welke bestemming kan ik het geven, welke opties zijn er allemaal dan ga je uitreken of het financieel haalbaar is. Dan presenteer je een plan aan de gemeente en aan het bestuur". – geïnterviewde 10*

"To change the function, you have conversations if reuse is possible. Architects get involved, and structural you decide what the new function can be, which options are there and it is financially possible. The plans are presented to the municipality and the board". – interviewee 10, translated

In addition, the plans can be presented to the municipality and other relevant parties. The plan is also presented to the church board, and the plan is adjusted based on the feedback received. The plans are presented once more and, if necessary, also adjusted. Finally, the plans are complete, and the renovation and building can start. This concludes case C.

"En als je dat dan die scenario's hebt dan leg je die weer voor met de gemeenschap, (…) en dit blijkt financieel haalbaar en dan zijn die mensen betrokken en die kunnen er dan nog wat over zeggen of van vinden en dan ga je terug naar het bestuur en ga je in het bestuur besluiten wat je ermee doet. Vervolgens ga je naar het bisdom dan presenteer je daar je plan". – geïnterviewde 10

"When you have the different plans, you consult again with the community (..) if it is financially possible then the people involved also give feedback. You go back to the board, and the board decides what to do. Then you go to the diocese and present the plan". – interviewee 10, translated

In case D, it started with a vacant church. This church was for sale, and a foundation was set up to buy the church. Buying the church was not possible, and the foundation ended. The church was still for sale, and a new initiator wanted to buy the church. In order to do this, an application for submitting the bid book was needed. In addition, experts were involved and the bid book was submitted.

"Die kerk kwam in de verkoop dan moet je een bidboek aanvragen." – geïnterviewde 2

"The church was for sale, and you need to apply for a bid book." – interviewee 2, translated

"Toen ben ik gaan bedenken en heel mensen gevraagd vaan de provincie, de gemeente, allerlei instellingen van zou jij als ik hiermee aan de slag ga geloof je erin en zou je daarin willen aanhaken. Veel mensen zeiden van dat wil ik wel dus die namen heb ik allemaal genoteerd. Ik heb heel veel gesprekken gehad van wat kan wel wat kan niet. En toen ben ik gewoon gaan schrijven (…) bod ingediend en toen waren we gegund. En toen naar de notaris en allerlei gesprekken gehad nagedacht met de oude bestuursleden." – geïnterviewde 2

"Then I started thinking and asking many people of the province, the municipality, institutions if I started working on this, would you believe in me and would you like to get involved. Many people said they would, so I wrote down all those names. I had a lot of conversations about what is possible and what not. Then I started writing (…) submit an offer, and we got it. And then to the notary and all kinds of conversations with old board members." – interviewee 2, translated

In the next phase, conversations with possible renters took place and conversations with the diocese and other companies.

"Veel mensen gesprekken gesproken, heel veel gesprekken gehad, heel veel met de gemeente gesproken hoe zei het financieel kunnen ondersteunen (…) Dus toen heb ik een presentatie gegeven bij het bisdom". – geïnterviewde 2

"Talked to a lot of people, had a lot of talks, talked a lot to the municipality, how they could support it financially (…) so then I gave a presentation to the diocese". – interviewee 2, translated

A preliminary building contract was signed, and the building was transferred. In addition, a new foundation was set up, and tasks were divided. This concludes case D.

"Nu heb ik het voorlopig koopcontract getekend (…) Dus nu hebben we halfjaar de tijd om, ik heb ondertussen wel een bestuur (…) En dan gaan we taken verdelen". – geïnterviewde 2

"Now I signed the preliminary building contract (…), so now we have six months, in the meantime, I have a board, (…) we will be dividing tasks". – interviewee 2, translated

The timelines of cases A, B, C, and D were divided into different subcategories to analyze and create a general timeline of the process. These timelines are shown in Figure 18 and Figure 17. First, the different events that occurred in the process were investigated. The next step included looking at all the steps of all cases to see any overlap in the same events. For example, the step 'building historical research' of case B belongs to making plan more concrete, talking with experts, and analyzing. If that was the case, the same kind of steps received a color. Afterward, all the steps in the timeline were categorized in different colors corresponding to different steps in the process. Per color, a general name was given to what that step included, and then a general timeline with all the steps could be made. The goal of this timeline is to make it more transparent what the process of adaptive reuse is.

This timeline is shown in Figure 17. The first step is an observation of a problem. The church is no longer feasible in the function that it has now, and the church is deconsecrated. The next step includes creating an idea to save the church. Then financing, which involves subsidy requests. The first sketch ideas are made. The municipality is consulted to see how they envision the new use and its plans. During this step, the plans are made more concrete, experts are consulted, and analysis is conducted. The analysis is broad from a construction perspective to the opinion of the people. In addition, the plans can be more finalized and presented. Some adjustments are necessary, and the plans are presented again. This phase is very dependent on the project itself and can take more time to reevaluate the plan and adjust than is written in the timeline, but it can also be quicker. The next step involves the approval of the new plan. In addition, building and renovation can start and finally the opening.

There are a few notes to be made for this timeline. The starting and end moments are not set in stone but can differ per project. The order of the steps and the duration is based on the four timelines above. This timeline gives an idea of which steps there are and does not include all the steps. Furthermore, it can also occur that some steps are reoccurring. One example that reoccurs is presenting new plans. This step is visible in the timeline two times, but this is highly dependent on the specific case. Nevertheless, it gives an idea of which steps there are and when they occur. The timelines are presented on the next page.

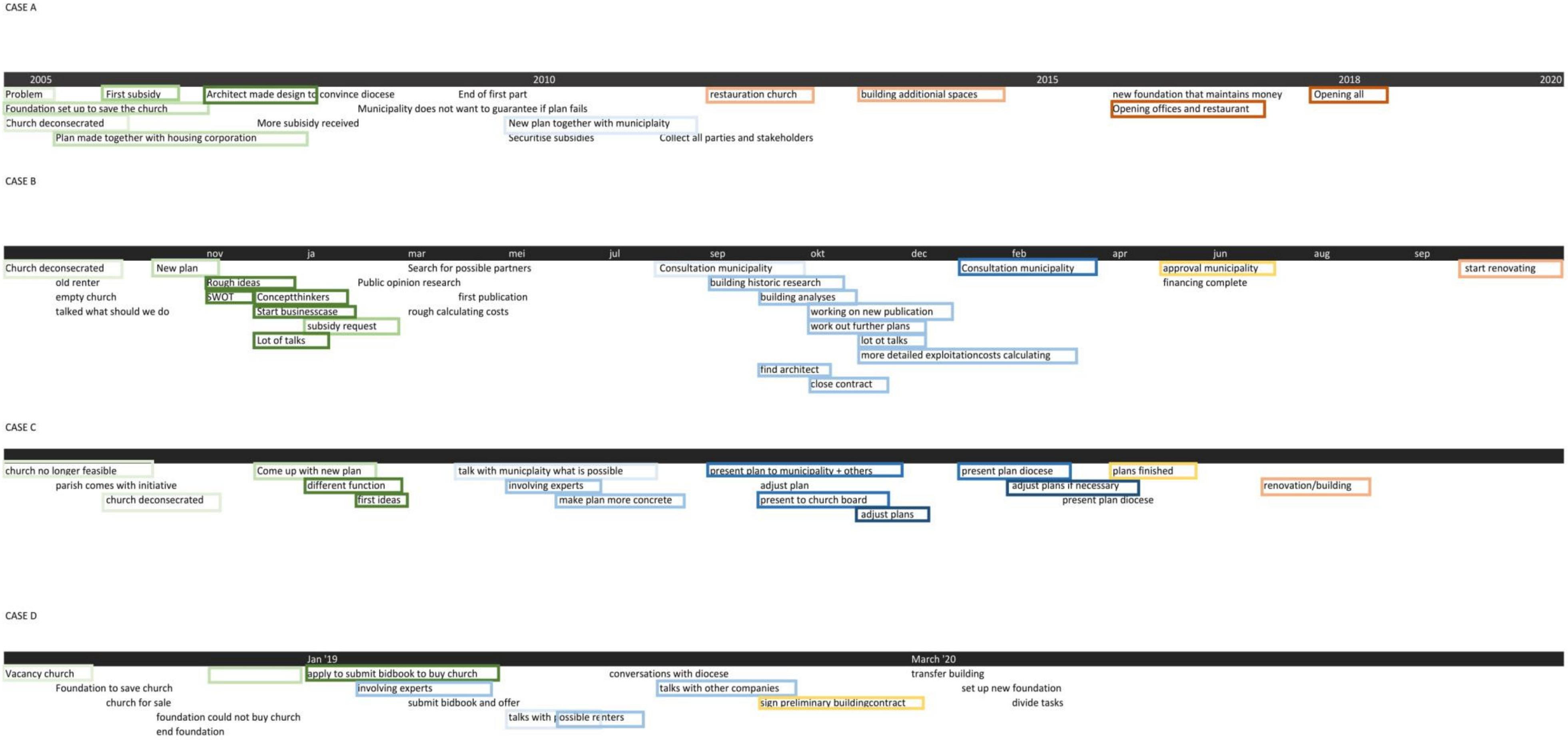

Figure 17, timeline cases

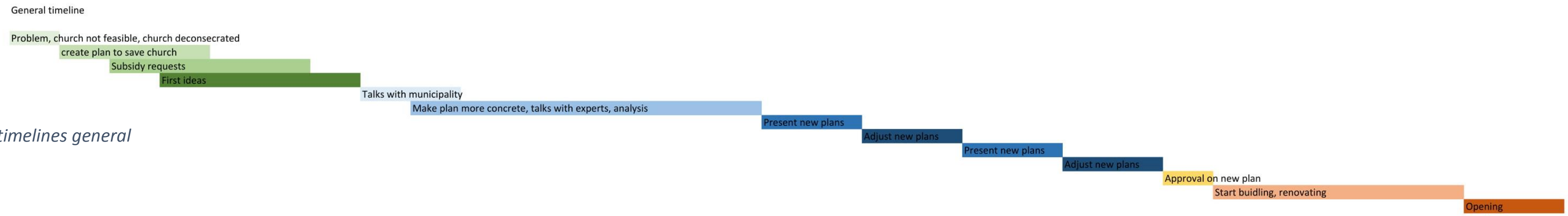

Figure 18, timelines general

4.1.1.2 Attention points

The second part of the process is the attention points. These points have been categorized if they are specific, medium, or general. These categories give an insight into the relevance of the attention point. Some attention points are only relevant for a specific project. Others are relevant for multiple projects and are therefore general. The category medium indicates that attention points are not necessarily specific for that project but can also not be seen as general; they are in between. From the interviews, there were a few general attention points. These points can be categorized into four topics. These topics are the diocese, involving the right stakeholders, documenting, and timing. From the analysis, the following table was made. This table shows how often an interviewee (number 1 until 12) mentioned an attention point that is specific, medium, or general. Furthermore, this table shows which interviewee belonged to which case (A, B, C, or D).

Table 10, attention points analysis

	A			**B**			**C**			**D**		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Specific	1x		3x						2x		1x	1x
Medium	1x	1x				2x	2x		2x	1x		1x
General		1x		1x	2x	3x		1x		2x	1x	2x

Specific: attention points only relevant to a specific problem
Medium: attention points are not specific nor general
General: attention points are relevant to other projects as well

The first attention point that is mentioned as general is the diocese. This point is mentioned twice by interviewee 2 (case D) and once by interviewees 5 (case D) and interviewee 9 (case B). The specific quotes of the interviewees can be consulted in Appendix II. These three interviewees agree that cooperation with the diocese is problematic and could be smoother if the diocese is more open to change. It is also challenging to get in contact with the diocese.

> *"Ja het is de organisatie binnen kerken is lastig, je hebt te maken met parochies die zijn eigendom, die hebben het eigendom van een kerk en dat zijn goed willende amateurs, bestuurders binnen de parochie. (…) Dat is het bisschop op althans het bisdom adviseert hun, dat kan, daar zitten ook weer mensen die met een bepaalde tunnelvisie kijken naar hun onroerende goed, heel stevig in het verleden staan, niet kijkende naar vernieuwing." – geïnterviewde 9*

> *"yes, well, the organization within the church that is difficult, you have to deal with parishes which are the owners of a church, and they are well willing amateurs, the officials within the parish. (…) That is the diocese, or well the diocese advises them, that is possible, some people look with a certain 'tunnel vision' how they look at real estate, they stand very firm in the past, but do not look at innovation." -interviewee 9, translated*

The second attention point is involving the right stakeholders. This point is mentioned by interviewees 1, 4 (case B), and 9 (case B). These interviewees mentioned that it is essential that the right stakeholders are involved in the project, preferably from the start. Involving the right stakeholders ensures that fewer problems occur when stakeholders are involved and improve the process. This is mentioned by interviewee 1. These interviewees also mentioned that when stakeholder analysis is conducted from an early phase in the project, it helps with involving the stakeholders. This is mentioned by interviewee 9 of case B and interviewee 4 of case B.

> *"Beperk je niet tot de mensen die in de hark staan van je projectplan. De opdrachtgever, de ambtenaar, de wethouder, de parochiebestuur maar kijk nou eens verder en neem even tijd en hier hebben wij instrumenten voor en die kun je op die en die website vinden of die en die boeken." – geïnterviewde 1*

> *"Do not limit yourself to the people who are in the arm of your project plan. The client, the officer, the councilor, the parish director, but also look further and take your time, and we have the tools for this, and you can find them on that and that website or in those and those books." Interviewee 1, translated*

> *"Stakeholders iets eerder in het proces hadden en kunnen meenemen" – geïnterviewde 4*

> *"Stakeholders should be involved earlier in the project." – Interviewee 4, translated*

The third attention point is documenting the information. This point is mentioned by interviewees 1, 6 (case A), 8 (case B), and 9 (case B). They mention that it is essential that all the steps in the process should be well documented. Documenting the right steps makes it easy for new parties to join the project. This was mentioned by interviewee 6 of case A. Documenting the process also helps answer questions on the individual choices made during the process. This was mentioned by interviewee 9 of case B.

Furthermore, it can also help future projects to use the project as a reference. This was mentioned by interviewee 1. Another benefit is that it makes the process more transparent. Again, it clarifies which choices were made. This was mentioned by interviewee 8 of case B.

> *"wat wij als bestuur van ontmoetingscentrum dat we vooral jammer hebben gevonden is dat de documentatie ja eigenlijk bijna ontbrak. Er was jaren overleg al gevoerd onder vooral onder trekkingschap van de gemeente. Maar er lag niet echt een opdracht echt omschreven of een duidelijk kader van waarin wij moesten werken anders dan dit is het budget dat je hebt en deze partijen moeten erin en verder was dat het wel ongeveer." -geïnterviewde 6*

> *"What we as the board of the meeting center found especially a shame is that the documentation was missing. There were years and years of discussion and particular about the involvement of the municipality. But there was not a real assignment described or a clear framework for us other than this is the budget, and these are parties that you need to involve." – interviewee 6, translated*

The last attention point is timing. This point is mentioned by interviewees 8 (case B) and 11 (case C). The timing includes that the project should not take too long. Furthermore, when projects take a long time to complete, the local citizens will lose their interest. This is mentioned by interviewee 8 of case B.

In addition, timing is essential when presenting ideas about the project. When people hear about the plans indirectly, it can harm the way people look at the project. This is mentioned by interviewee 11.

> *"maar als je ziet die tijdsspanne dat heeft een bepaalde periode. Het kritische is dat bij Nisse ontstaat is dat we daar al vier jaar bezig zijn en dat is voor die mensen lang. En voor je weet een risico dat de energie weer een beetje wegkwalt. Dat heeft men geleerd dat je ja ik denk dat bij de Sint Jan dat we dat heel goed hebben gedaan. Dat je de timing heel goed moet kiezen en dat je heel goed moet nadenken van ik kan dat nu waarmaken en ik kan dat ook*

in een redelijke tijd waarmaken. Want als het te lang gaat verlopen dan ebt de juiste energie bij mensen weg." – geïnterviewde 8

"As you see, the timeframe has a certain period. The critical thing that is developing with Nisse is that we are already working on it for four years, and for the people, it is too long. Before you know it, there is the risk that the energy is disappearing. Moreover, that has taught us that, and with the Sint-Jan, we have done that very well. The timing should also be good, and you have to think is it something that I can accomplish and reasonable. Because when it takes too long the peoples' energy is going away." - Interviewee 8, translated

"Want ik merk wel om me heen, als mensen via via moeten horen dat die initiatieven er zijn dat je dan wel met 2-0 of 3-0 achterstaat." – geïnterviewde 11

"What I notice is when people hear indirectly that there are initiatives, then you are 2-0 or 3-0 behind." – interviewee 11, translated

4.1.1.3 Obstacles

The third part of the process includes the obstacles. These obstacles have been categorized if they are specific, medium, or general. This categorizing means that some obstacles are only relevant for a specific project, and others are relevant for more projects and are therefore general. The medium category includes the codes that are not specific for a case but cannot be generalized for multiple cases. From the interviews, there were a few general obstacles. These obstacles can be categorized into four topics. These topics are financing, COVID-19, the diocese, and the building's exterior and interior. From the analysis, the following table is made. This table shows how often an interviewee (number 1 until 12) mentioned a specific, medium, or general obstacle. Furthermore, this table shows which interviewee belonged to which case (A, B, C, or D).

Table 11, obstacles analysis

	A			B			C			D		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Specific		5x	7x		1x	5x	1x		3x		1x	
Medium	1x	1x	1x			1x		2x	5x	1x		
General	2x		1x	3x	1x	1x		5x	6x	1x	2x	

Specific: obstacles only relevant to a specific problem
Medium: obstacles are not specific nor general
General: obstacles are relevant to other projects as well

This subcode obstacle is mentioned a lot in the interviews. There are many times that an interviewee mentioned an obstacle that was specific for that case and cannot be generalized to other cases. Interviewee 1 had no obstacles. This interviewee does not belong to a specific case but is an expert that works on multiple projects.

The first topic is financing, which is mentioned by interviewees 3 (case A), 7 (case A), and 4 (case B). All three interviewees mentioned that the obstacle with financing is that a new function for the church often needs to be socially relevant. However, the problem with these companies is that they often do not have the budget for the costs of such a building.

> *"Ja ik denk dat er best veel manieren zijn waarop mensen afhaken, allereerst natuurlijk financieel, het kost natuurlijk heel veel geld en dat geld moet er wel zijn en de gemeente en de inwoners van de gemeente moeten wel het gevoel hebben dat hun belastinggeld, dan zeg maar op een goeie plek terechtkomt" – geïnterviewde 4.*

> *"Yes, I think there are many reasons why people would quit with the project, first of all, financially, it costs money, and the money needs to be there, and the municipality and the inhabitants of that municipality need to have the feeling that their tax money is getting a good destination." – interviewee 4, translated*

The second topic is COVID-19. Three interviewees mentioned this obstacle, interviewee 2 (case D), 9 (case B), and 5 (case D). COVID-19 was seen as a temporary obstacle by the three interviewees. Therefore, this problem is also left out of scope in this research. The obstacle the three interviewees experienced was that these three had to quit the plans temporarily and could not attend meetings or present plans. The consequence was that the duration of the project was extended.

> *"Vervolgens hebben we een tijdlang heel stil geweest vanwege coronamaatregelen. We hebben zelfs niet eens kunnen presenteren aan de gemeente, we zijn pas in augustus nieuwe weer gestart toen het allemaal wat rustiger werd met de gemeente op te starten." – geïnterviewde 9*

> *"Then it was for a long time very quiet due to the Covid-19 measures. We even could not present to the municipality. And we only started in August again, and once everything calmed down a bit, we could continue with the municipality." - Interviewee 9, translated*

The third topic is the diocese mentioned by interviewees 2 (case D), 3 (case A), 9 (case B), 11 (case C), and twice by 12 (case C). The obstacle that is related to the diocese is that the diocese is very careful about what specific new functions the church can occupy. This limits the possibilities for a new use. This is mentioned by interviewee 3 of case A and interviewee 9 of case B.

Furthermore, the diocese works with their methods which makes it harder to communicate with them. This is mentioned by interviewee 2 of case D. In addition, the new plans often need to be presented to the diocese, and they have to agree with these plans. This is mentioned by interviewees 11 and 12 of case C.

> *"Daar moet het bisdom ook nog wat vinden, wij hebben het te weten te behouden in het ontwerp, Maar het bisdom zal nog wel zo kunnen zeggen, ik weet ook nog niet hoe we daarbij voelen om die elementen daar te laten staan, dus die zouden nog zo kunnen afvallen." – geïnterviewde 9*

> *"The diocese also has an opinion about it, in the design we managed to maintain it. But the diocese could say I do not know how we feel for leaving those elements there, so that is something that could change." – interviewee 9, translated*

> *"Maar dan is men heel voorzichtig met het gebruik. En dat is ook meteen het moeilijk aan de transformatie van een Katholieke kerk, omdat je daarin beperkt bent in het gebruik en vaak alleen maar zeg maar maatschappelijke relevante instellingen kunt huisvestingen. En dat is allemaal opzicht leuk en aardig maar dat zijn vaak wel de partijen die niet veel huur kunnen betalen, vaak niet de huur die gelijk staat aan de investeringen die je moet doen." - geïnterviewde 3*

"But people are very cautious with the use. And that is also the hard thing about transforming a Catholic church because you are limited in its use, and often only social-related institutions are desirable. And that is all nice, but those are also the parties that do not have the money for much rent, and the rent is often equal to the investments you have to do." – Interviewee 3, translated

The final obstacle is related to the buildings' exterior and interior. This is mentioned by interviewee 3 (case A), twice by interviewee 4 (case B), interviewee 8 (case B), four times by interviewee 11 (case C), and four times by interviewee 12 (case C). This obstacle relates to the building itself from the interior to the exterior and its accessibility to the church's feeling.

A church building has a specific architecture where not all functions could fit well, making it complicated. This is mentioned by interviewee 3 of case A and interviewee 8 of case B, interviewee 11 of case C, and interviewee 12 of case C. Also, with specific functions, accessibility is essential. This could be a problem because churches are often located in the center of cities and towns and parking spaces are not always available. This is mentioned by interviewee 4 of case B, interviewee 11 of case C, and interviewee 12 of case C. In addition, a church brings a certain feeling with it. This feeling can be positively associated with calm. Some people disagree with the religion related to the church and therefore do not want a different building function. They prefer that the building is demolished. This is mentioned by interviewee 11 of case C.

"Je kunt de schil van een kerk of een gebouw niks veranderen in de zin van niks gaat uitbouwen of doorbreken wat ik overigens niet zou doen voor respect voor het gebouw gaat herbestemmen dan is de schil bepalend hoe je binnen je lichtinval krijgt etc." – geïnterviewde 11

"You cannot change the building envelope in a way that you will not extend or break through a wall, which I moreover would not do for the respect of the building you are going to reuse, so the building envelope is defining how much light enters the building, etc." – Interviewee 11, translated

"En in die kerken heb je ook andere partners, en ze staan op andere plekken en ze staan vaak ook nemen een andere rol in een geschiedenis van een gemeente of stad of dorp." -geïnterviewde 4

"And with churches, you also have different partners, and they are located at different places and they also often have a role in the history of the municipality or town or village." – Interviewee 4, translated

"ik vind dan kerkgebouw heb je altijd een bepaalde sfeer en volgens mij krijg je dat heel lastig in een alternatief gebouw als een kerk, en volgens mij kan en deelt iedereen die ervaring wel. Zodra je, een kerk staat meestal op een markante plaats in een dorp of stad, voordat je de kerk ingaat behoorlijk hectiek kunt ervaren maar zodra je binnenstapt en de deur dichttrekt dan ben je in een compleet andere wereld, dan is er stilte, tijd om rust te nemen en bezinning. En ook al sta je er niet voor open dat gebeurt het gewoon," -geïnterviewde 4

"In my opinion, with a church building, you always have a certain ambiance, and I think that that is something that you will not get in a building that is not a church, and I think that everyone shares that experience. The moment, a church is often located on a special place in a village or town, before you walk into a church it could be very hectic, but as seen as you are inside and close the door you are in a completely different world,

then there is quiet, time to rest and reflect. Even if you are not open for that, it just happens." – interviewee 4, translated

4.1.1.4 Answering sub-question 1

To be able to answer the research questions first, the sub-question needs answering. For sub-question 1: *What is the process of adaptive reuse of churches, and how differs this from other adaptive reuse projects?* The results from this chapter and the literature can be used in answering this question.

The main difference between the process of adaptive reuse of churches and other adaptive reuse projects is the diocese and the building itself. This difference is concluded from both the literature and the results from the interviews. As explained above, the diocese is a critical stakeholder in projects related to churches' adaptive reuse. Of course, this is unique to churches because a diocese is not involved in non-religious buildings. However, it is not only limited to churches themselves, but the diocese is also involved in other religious buildings like an ecclesiastical residence. The other considerable difference that was mentioned during the interviews was the building itself. It is obvious but should not be forgotten. A church building has a very characteristic architecture, which limits the possibilities for reuse.

The process of adaptive reuse can be seen in Figure 19. Different elements in this process take place in each project. The first step is an observation of a problem. The church is no longer feasible in the function that it has now, and the church is deconsecrated. The next step includes creating an idea to save the church. Then financing, which involves subsidy requests. The first sketch ideas are made. The municipality is consulted to see how they envision the new use and its plans. During this step, the plans are made more concrete, experts are consulted, and analysis is conducted. The analysis is broad from a construction perspective to the opinion of the people. In addition, the plans can be more finalized and presented. Some adjustments are necessary, and the plans are presented again. This phase is very dependent on the project itself and can take more time to reevaluate the plan and adjust than is written in the timeline, but it can also be quicker. The next step involves the approval of the new plan. In addition, building and renovation can start and finally the opening.

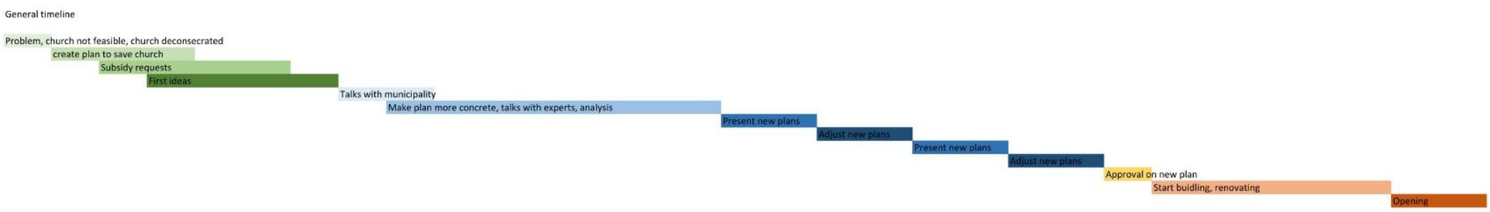

Figure 19, general timeline

4.1.2 Stakeholders

The construct stakeholder can be divided into four subcodes, which are: stakeholder people, municipality, diocese, and how to manage the different stakeholders, as explained in chapter 3.3.2.

4.1.2.1 Stakeholder people

In chapter 3.3, the impact factor was defined to see how much influence a specific stakeholder has. This factor resulted in the following stakeholders that have a high impact: diocese, parish, owner, municipality, province, pastor, community, church board, parish board, and process manager. Stakeholders that received a high impact are those relevant in multiple adaptive reuse projects of churches and not specific to a particular case. There were no direct questions about who the stakeholders in the project were because when asking this, there was a chance the interviewees only gave a select group of stakeholders. Instead, when analyzing the data, the stakeholders were counted to obtain the relevant stakeholders. The entire list of stakeholders that were mentioned during the interviews can be found in Appendix II.

4.1.2.2 Municipality

The second subcode in stakeholders is the municipality. This subcode has been categorized into low, medium, or high. The different categories indicate that some quotes about the municipality have a higher impact on the outcome of the process than others. From the analysis, a table was created that shows how often an interviewee mentioned the municipality as a separate factor and shows the category. This table shows which interviewee (number 1 until 12) mentioned a quote and to which case (A, B, C, or D) the interviewee belonged.

Table 12, municipality analysis

	A			B			C			D		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Low												
Medium					1x	1x			1x			
High			3x						2x			1x

Low: municipality plays no role
Medium: municipality plays somewhat a role
High: outcome of the project is highly dependent on the municipality

The image that is sketched in the literature is confirmed in the interviews. The municipality can have a more significant role in the adaptive reuse process of churches than other stakeholders. This role is validated by interviewees 7, 12, and 1. This could be because, in some projects, the municipality is co-owner or has an interest in the building, like in case B. In the interviews, it was also discussed that it is possible that the municipality only has to improve the new plans and has no further involvement with the building like cases A and D.

If the municipality is more involved in the project than approving the plans, it is an important stakeholder, as discussed in the interviews. This could be because the municipality has, for example, a church vision where there are wishes and demands about that specific project, like in case C. The municipality can also be a stakeholder involved in the churches' adaptive reuse as an end-user and, therefore, should be closely monitored. It could also be that the municipality plays a role in the finances, as suggested in case B. Either way, the municipality influences the project's outcome and can be seen as an important stakeholder.

"En dat is mislukt omdat toen de plannen klaar waren de gemeente zei, nee de gemeente gevraagd werd om garant staan mocht dit plan tegen vallen, dus mocht het meer geld gaan kosten. En toen heeft de gemeenteraad gezegd we geven geen garantie af". – geïnterviewde 7

"And it failed because when the plans were ready, the municipality was asked to guarantee in case the plan would turn out to be more expansive than expected, they said no. The Municipal council said no, we do not want to guarantee the plan". – Interviewee 7, translated

4.1.2.3 Diocese

The third subcode in stakeholders is the diocese. This subcode has been categorized as low, medium, or high. This categorizing means that some quotes about the diocese have a higher impact on the outcome of the process than others. From the analysis, a table was created that shows how often an interviewee mentioned the diocese as a separate factor and shows the category. This table shows which interviewee (number 1 until 12) mentioned a quote and to which case (A, B, C, or D) the interviewee belonged.

Table 13, diocese analysis

	A			B			C			D		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Low	1x											
Medium				2x					1x		2x	
High			3x	1x	1x	2x	3x	1x	3x	2x		1x

Low: diocese plays no role
Medium: diocese plays somewhat a role
High: outcome of the project is highly dependent on the diocese

This table shows that the diocese is a stakeholder with a high impact in most cases. The interviewees mention this because the diocese plays an essential role in the process. After all, when the diocese does not agree with the plans, the process cannot continue. The diocese decides if the church can be reused. If the diocese does not agree with this viewing point, it will be challenging to change their opinion mentioned in cases A, B, and C. Not all churches belong to the same diocese, so it depends on which diocese the church belongs to and whether the diocese is open for change mentioned in cases A and B. Furthermore, there is also a perpetual clause that regulates what is possible to change about the church and what is not mentioned in case D. These observations are not limited to the cases mentioned but are relevant in the other cases. This observation is also visible in the table, which shows that in all the cases, the diocese is seen as a stakeholder with high impact.

"Dat is ook wel een kracht dat ze die verbinding goed hebben weten te leggen met de mensen van het bisdom. Want als dat niet lukt dan heb je wel een probleem denk ik, dan denk ik dat ze heel lastig kunnen zijn." – geïnterviewde 8

"It is also the power that they succeeded in making a good connection with the people of the diocese. If that did not succeed well, then you have a problem, I think, then they could be challenging". – interviewee 8, translated

"Het bisdom, als je het hebt over Rooms-Katholiek dat moet je het bisdom altijd meenemen of een pastoor. Of een dominee bij een ander, dus die zijn hoofdrolspeler". – Geïnterviewde 1

"The diocese, if you are talking about Roman-Catholic, then you always have to take the diocese or the pastor into account. Or a priest, those are the main players". – interviewee 1, translated

4.1.2.4 Managing stakeholders

The last subcode in stakeholders is the managing of stakeholders. This subcode has been categorized as low, medium, or high. This categorizing means that some quotes about how to manage stakeholders have a higher impact on the outcome of the process than others. From the analyses, a table was created that shows how often an interviewee mentioned a way to manage stakeholders as a separate factor and shows the category. This table shows which interviewee (number 1 until 12) mentioned a quote and to which case (A, B, C, or D) the interviewee belonged.

Table 14, managing stakeholders analysis

	A			B			C			D		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Low	3x	1x		1x			2x			1x	1x	
Medium	2x			4x		2x		2x	3x	1x		
High		1x	1x	2x	1x		1x	1x	2x	1x		8x

Low: stakeholders are not managed in a certain way
Medium: stakeholders are only managed by having meetings and calls
High: stakeholders are managed by a specific method

The first way stakeholders can be managed was by conducting a stakeholder analysis, as mentioned in the interviews. The goal of conducting stakeholder analysis is to see the stakeholders' attitude towards the project and manage the stakeholders in a certain way. This is illustrated in chapter 2.5. When stakeholder analysis is conducted, it could lead to more informal contact with specific stakeholders. This is mentioned by interviewee 4 of case B. Interviewees 1, 3 (case A), 4 (case B), and 11 (case C) all conducted a stakeholder analysis.

"En daar beschrijven we eigenlijk van elke partner wie ze zijn en wat we samen gaan doen". – geïnterviewde 4

"And there we describe who the partners are and what we are going to do together". – Interviewee 4, translated

The second way stakeholders can be managed is without a method, as mentioned during the interviews by interviewees 9 (case B) and 11 (case C). All the interviewees mentioned another way stakeholders are managed without a method. They have many conversations with each other. The goal of these conversations is to discuss the process. There is no method used for these conversations because, in their opinion, they all have the same vision and end goal. This was mentioned by interviewee 7 of case A.

"Dus je analyse helpt je bij de juiste stakeholders om een juist moment te betrekken. En niet iedereen hoeft op gelijke mate betrokken worden". – geïnterviewde 1

“So, your analyses help you to involve the right stakeholders at the right moment. And not everyone has to be involved in the same way”. – Interviewee 1

“Ja hoe dat is gewoon bezoeken, en gesprekken voeren en dat zo goed mogelijk vast proberen te leggen en documenteren daarvan. En daarvoor heb je niet echt een of andere tool of managementmodel gebruikt, dat is eigenlijk een beetje houtje-touwtje in Word gebruikt, maar opzicht werkt dat ook”. – geïnterviewde 11

“yes, how well that is just visiting, and have a conversation and trying to document that as well as possible. Moreover, for that you do not use a tool or a management model, it was just simple and easy in Word put together, but that also worked”. – Interviewee 11

The final way for managing stakeholders, mentioned in the interviews, were several different plans and ideas. These plans and ideas are different from the stakeholder analysis mentioned. The plans and ideas are specific per project but still valuable for other projects because it gives a good idea of ways to manage stakeholders.

The first method was involving the inhabitants of that town. They could invest and get their name on a plaquette, which involved them. This happened in case A. Another example is a structured way to discuss the topics mentioned by interviewee 6 of case A. This structured way included creating meeting groups where specific topics were discussed so that the relevant stakeholders could discuss this together without others' interfering. Alternatively, a step-by-step approach when to talk with someone and when to involve a new group of people, as mentioned in case B by interviewee 8. This step-by-step approach included first getting the right people on board. After this was completed, the plans could be presented. Afterward, financing was discussed. This approach focused on finishing a step before going to the next step. Another example of a way to manage stakeholders is using a contact person who is independent and can talk to different groups. This is mentioned by interviewee 11.

“Dat we wel van tevoren echt goed hebben nagedacht wat voor een soort structuurtje hebben wij nodig. Welke overleggroepjes en hoe zet je die anders naast elkaar om dit geheel enigszins vlot te laten lopen en dat is enigszins ook wel goed gegaan. Ze hebben allerlei vaste structuren waarin we werkte zodat het zelden voorkwam dat mensen onverwacht dingen moesten horen of van de verkeerde hoorde wat er aan de hand was”. – geïnterviewde 6

“Before we started, we did think what kind of structure we need. What sort of meeting groups and how do you put them together to let this go smoothly, and that did go somewhat smooth. They all have their structures they work in, and it rarely happened that people came across unexpected things or heard from the wrong person what was going on”. – Interviewee 6, translated

“Die een beetje onafhankelijk ertussen te staan om uiteindelijke dit hoge lege gedoe wel te kunnen bereiken. Dus ik denk onafhankelijk organiseren is een belangrijk, open staan voor ieders belang maar ook op een gegeven moment heel duidelijk aangeven wanneer gewoon iets niet kan”. – geïnterviewde 11

“Someone independent joined the process, and eventually, this meant getting in control. So, I think that it is important to organize independently, to be open for everyone’s interest but also at a certain point be very clear when something just is not possible”. – interviewee 11, translated

4.1.2.5 Answering sub-question 2
Sub question 2 is: *Who are the stakeholders that are involved in the adaptive reuse projects of churches?*

This differs per project, but what is clear from the interviews is that several stakeholders appear in each project. These stakeholders are diocese, parish, owner, municipality, province, pastor, community, church board, parish board, and process manager. Two of these stakeholders are, in particular, very important in the process. These are the diocese and the municipality because they have much influence on the project's outcome. If the diocese does not agree with the plan, it cannot be further developed, and a new plan needs to be made. After the diocese agrees, they do not play that big of a role anymore. This is different for the municipality. The municipality does not always have a significant role in the project. In the projects where they have a significant role, this stakeholder is essential and can influence the project's outcome.

4.1.3 Tools
The construct tools can be divided into three subcodes: indirect use, familiarity with tools, and opinion about tools.

4.1.3.1 Use of the tools
The first subcode regarding the tools is the indirect use of the tools. This subcode has been categorized as low, medium, or high. The category "low" indicates that the interviewees do not use the tools. The category "medium" indicates that the tools are used indirectly. The category "high" indicates the interviewees used the tool. From the analyses, a table was created that shows how often an interviewee mentioned that the tools were used. This table shows which interviewee (number 1 until 12) mentioned a quote and to which case (A, B, C, or D) the interviewee belonged.

Table 15, indirect use analysis

	A			B			C			D		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Low	1x									1x	1x	
Medium		1x	2x	1x		1x		1x	1x			1x
High							1x					1x

Low: tools are not used, not even indirect
Medium: tools are used indirectly
High: tools are directly used

For this subcode, the interviewees were asked whether the tools were used directly or indirectly. Three interviewees (2, 3, and 5) indicated that no tools were used, not directly or indirectly. Two interviewees (1 and 10) mentioned they used the tools directly. The other interviewees (4, 6, 7, 9, 11, and 12) mentioned they used the tools indirectly. However, they use the tools unconsciously. These six interviewees indicated that they did not use any stakeholder management tools. After explaining what the tools involved, they clarified that they did unconsciously use the tools.

"Nou niet bewust, dat gewoon niet. Maar ik denkt dat als je achteraf een analyse zou maken van hoe het verlopen is …, dan denk ik dat we in de praktijk wel een hoop dingen hebben gedaan die heel dicht in de buurt zitten van een soort waarneming of een hulpmiddel van wat je net noemt". – geïnterviewde 6

"Well, not conscious, that just not. But I think that if you would analyze how the process went (…), then I think that in practice there are many things that we did that look like a sort of observation or tool of what you were just saying". – interviewee 6, translated

"Ja dat denk ik uiteindelijk wel, wat je ziet met verslagen maken daar zie je dan we snel genoeg terug of die blijft ja nee ik moet het anders zeggen. Dat is wel degelijk een verbeterpunt je met name wat je zegt de relatie met de stakeholders onderling die hebben wij nooit gedaan, en ik moet zeggen als we dat anders wel hadden gedaan dan had dat ons in het proces ook niet verder geholpen denk ik. Maar naar mate de omvang van je project groter gaat worden en je het netwerk van de stakeholders ook groter ja dan zie ik ja daar kun je daar bijna niet omheen om dat ook onderling te verbinden". - Geïnterviewde 11

"Eventually, yes I think, what you see when making reports if that person stays, well no, I have to frame it differently. It is an improvement point, especially what you were saying about the relationship between different stakeholders. We never did that, and I have to say that it would not have helped us any further if we would have done that. But if the size of the project is getting bigger and the network of stakeholder is also getting bigger, yes well then you need also to connect the relation between the different stakeholders." – Interviewee 11, translated

4.1.3.2 The familiarity with tools

The second subcode regarding the tools is the familiarity of the tools. This subcode has been categorized into low, medium, or high. The category "low" indicates that the interviewees never heard of the tools. The category "medium" indicates that the interviewees are aware these tools exist but do not apply them. The category "high" indicates that the interviewees are familiar with the tools and also apply them. From the analyses, a table was created that shows the familiarity of the tools. This table shows which interviewee (number 1 until 12) mentioned a quote and to which case (A, B, C, or D) the interviewee belonged.

Table 16, familiarity tools analysis

	A			B			C			D		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Low	1x		1x	1x		1x			1x	1x	1x	
Medium		1x			1x		1x	1x				
High												1x

Low: not familiar with the tools
Medium: familiar with the tools but do not use them
High: familiar with the tools and uses them

This table clearly shows that only one interviewee (1) is familiar with the tools and applies them. Four interviewees have heard of stakeholder management tools but never use the tools (interviewees 6, 8, 10, and 11). Seven interviewees have never heard of the tools (interviewees 2, 3, 4, 5, 7, 9, and 12).

"Nou ik weet denk ik ongeveer wat je ermee bedoelt, maar als zodanig het begrip nooit gebruikt." – geïnterviewde 6

" Well, I know roughly want you mean with it, but as a concept, I never used it." – interviewee 6, translated

4.1.3.3 The opinion about the tools

The last subcode regarding the tools is the opinion about the tools. This subcode has been categorized into low, medium, or high. The category "low" indicates that the interviewees think the tools make no difference in the project's outcome. The category "medium" indicates that the interviewees think the tools can make a difference, but they will not use the tools in the future. The category "high" indicated that the interviewees think the tools can make a difference and will use the tools in the future. From the analyses, a table was created that shows the opinion about the tools and whether they think the tools make a difference. This table shows which interviewee (number 1 until 12) mentioned a quote and to which case (A, B, C, or D) the interviewee belonged.

Table 17, opinion tools analysis

	A			B			C			D		
Category/ interviewees	3	6	7	4	8	9	10	11	12	2	5	1
Low	1x											
Medium		1x	1x	1x		1x	1x	1x	1x		1x	
High					1x					1x		1x

Low: thinks tools do not make a difference in the outcome of the project
Medium: thinks tools do make a difference but are not planning to use them
High: thinks tools make a difference and are using them

The table shows one interviewee (3) mentioned that using the tools does not make a difference in the outcome of the project. There are eight interviewees (4, 5, 6, 7, 9, 10, 11, and 12) who think the tools can make a difference in the project's outcome but are not planning to use them in the future, even after explaining what these tools are. There were three interviewees (1, 2, and 8) who think the tools can make a difference in the project's outcome and are also planning to use them in the future or at least invest time to see if they want to use them in the future.

There were several reasons why the group of eight interviewees, who think the tools can make a difference but are not planning to use them in the future, are not using them. The first reason is mentioned by interviewee 4 of case B. This interviewee mentioned that what the tools envision is not yet clear. He is therefore not likely to search for these tools to work with them in the future. Interviewee 5 mentioned that he will not be using the tools in the future because it is unknown where information about these tools can be found. Interviewee 10 mentioned that this person could not precisely say why the tools will not be used in the future other than it is new and time needs to be investigated before using them. Interviewee 11 mentioned that he thinks this will also not be used because people will forget that these tools exist. Moreover, interviewee 12 mentioned that he thinks using the tools and investing time in them is too much work.

"Ja op zich van wat je zei met die bol en in kaart brengen ik denk dat dat wel goed is, want nu dat we er zo over praten heb ik er eigenlijk zelf niet echt bewust over nagedacht, van wat die categorieën stakeholders dan zijn en welke belangrijk zijn, je weet natuurlijk wel dat de eigenaar van het pand en het bisdom en de gemeente in die zin

belangrijker zijn dan een toekomstige huurder. Maar ik denk zeker wel dat als je naar de gemeente gaat, dat een overzicht van die verschillende stakeholders en in welke mate zij, in welke aanspanning betrokken zijn voor een presentatie ofzo zou dat wel ja een mooi overzicht kunnen zijn". – geïnterviewde 4

"yes, what you were saying about the circle and mapping that. I think that would be good because now that we are talking about it, I did not consciously think about it. What are those categories of stakeholders, and which ones are important. Of course, you know that the owner of the building, the diocese, and the municipality are more important than the future renter of the building. But I think that if you go the municipality, that an overview of the different stakeholder and to which extend they in are involved in a presentation, yes that could be a nice overview." – Interviewee 4, translated

4.1.3.4 Answering sub-question 3

To be able to answer the last sub-questions, the literature and the interviews are needed. The third sub-question was: *What kind of stakeholder management tools exist, and which are functional for adaptive reuse of churches?* In the first round of interviews, not enough knowledge could be gathered to answer this question with the literature. Most people were using the tools unconsciously, and no specific enough questions could be asked. Therefore the second round of interviews has been conducted in order to answer this question.

4.1.4 Preliminary conclusion

This round of interviews illustrated the process and the stakeholders. The process of the adaptive reuse of churches can be divided into a couple of steps. These steps are mentioned in 4.1.1.4. The striking element about the research of the adaptive reuse process of churches is that the building itself is challenging for finding a new function. This challenge differs a lot from greenfield development as there is not a church or building present. The challenging part of the building is the limitations to renovate, build and demolish. Furthermore, the location of the building is challenging as this is often located in a city center and accessibility can therefore be more challenging. In addition, people have an opinion about the church. For example, people assume churches cannot have a different function and therefore must either be kept in the original function or demolished. Alternatively, some people disagree with the church's religion and therefore do not support a new function in the building. The chance is that there will be friction between the project team and local residents, more than in greenfield developments.

The stakeholders that are relevant in the adaptive reuse of churches are known through the interviews. This list of relevant stakeholders can be found in chapter 4.1.2.1. Two stakeholders are crucial in the projects. The diocese and the municipality. The diocese, because it is their building which means they have to agree on the new function for the church. Some dioceses are more challenging to agree on a new function than others. Furthermore, in the 'church,' there is a hierarchy. This is different than in other companies. Due to this hierarchy, it is difficult for someone who is not part of that hierarchy to contact the right people. This complicates the process. The second stakeholder that is different is the municipality. The municipality can be a problematic stakeholder, but this is not always the case. However, the municipality's role does not differ much from other (greenfield development) projects where the municipality is involved.

Only one interviewee was familiar with the tools. Due to the unfamiliarity, the interviewees do not apply the tools directly in their process. The goal of these tools is to manage the stakeholders better to improve the process.

Stakeholders are, however, managed but not with direct use of the tools. When the tools were explained in the research, six out of twelve interviewees mentioned that they do use the tools but were not familiar with these tools. In this research, questions were also asked about why interviewees do not use the tools and their opinion about the tools. Seven out of twelve mentioned that they think the tools positively affect the project's outcome. However, these seven are not planning to apply them because they do not know where to find the information, it is new, and therefore time needs to be invested in them. In addition, an interviewee indicates that, during a project, there is no awareness that the tools exist. Therefore, the tools will not be applied. One interviewee is familiar with the tools and applies them, and two interviewees are familiar but did not apply the tools. This made it hard to ask in-depth questions about these tools. That is why the second round of interviews was held to conduct more information about the specific tools and the use of these tools. This second round of interviews can be found in chapter 4.2.

4.2 Results interview round 2

As was evident in 4.1.3.4, not enough information could be gathered about the different tools and where to use them in the first round of interviews. Therefore a choice was made to conduct a second round of interviews. In this round, the interviewees are experts. This chapter explains which people were chosen, which questions were asked, how the analysis went, and the results.

4.2.1 Interview set-up

For this second round of interviews, three people from the first round are chosen. These three people are the expert (interviewee 1 from the first round). The second one is the treasurer of the foundation of de Petrus (interviewee 6 from the first round) from case A. The last person is the initiation taker and chairman of the museum (interviewee 7 from the first round) of case A. These people are chosen based on their knowledge and experience with the tools. Interviewee 1 is familiar with the tools and applies them. Interviewee 6 and 7 did not directly use these tools in case A. However, they have worked with these tools in other projects. The focus must be on the specific tools from the literature review and when and if they want to use them or not. Also, the opinions about the tools and whether they think the tools can be useful for churches' adaptive reuse process. In the literature, eight different stakeholder management tools were researched, and the focus in this round was on these tools. Before the interviews started, the three interviewees got a word document explaining the tools. The interviews were conducted the same way as the first round of interviews via Microsoft Teams and audio recorded after that transcribed with o transcribe and then coded with Atlas.ti.

The eight different stakeholder management tools are (1) project stakeholder management strategy, (2) stakeholder circle methodology, (3) stakeholder identification, (4) stakeholder impact index, (5) stakeholder power-interest grid, (6) project stakeholder potential and attitude cube, (7) social network analysis, and (8) stakeholder management web. The word document they received before the interviews can be found in Appendix III. In this document also questions that were asked are mentioned.

4.2.2 Data analysis

From the audio file, a text file was made with o transcribe. This text file was upload to Atlas.ti to code it. For this, new codes needed to be made. There are eight tools; for each of the tools, the same codes were given. Per code, a text fragment could be negative, neutral, or positive. Also, per tool, the interviewee's opinion was assessed, where the tool can be used in the process, and there was one code not limited to a specific tool but about the tools in general. Table 18, on the next page, provides the different codes used, with x for the tool's number (1-8).

Table 18, Codes

What	Explanation	Code
Positive	This code is per tool, and it shows the positive aspects of the tool.	Too.x.pos
Neutral	This code is per tool, and it shows the neutral aspects of the tool.	Too.x.neu
Negative	This code is per tool, and it shows the negative aspects of the tool.	Too.x.neg
Opinion	This code shows the opinion of the tool of the interviewee	Too.x.op
Time	This code shows where in the process this tool can be used.	Too.x.time
General	This code does not belong to a specific tool but is general remarks	Too.gen

Relevant text fragments were given a code. In Atlas.ti an overview of all the text fragments and their codes can be easily downloaded for further research. The text fragments and their codes can be found in Appendix IV.

4.2.3 Tool 1: project stakeholder management strategy

The first tool is project stakeholder management strategy. The table below shows if the interviewees mentioned if the tool in their opinion was positive, neutral, or negative.

Table 19, tool 1 analysis

	1	**6**	**7**
Positive			
Neutral		1x	
Negative		1x	3x

Interviewee 1 did not have an opinion about this tool. Interviewee 6 mentioned a neutral and a negative aspect about this tool. This tool's negative aspect was setting up a vision and mission is odd for churches' adaptive reuse projects. Interviewee 7 mentioned three negative aspects of the tools. The first one was that the steps present in this tool are too consecutive. Moreover, there is no room in this tool for a stakeholder to join later in the process. In addition, the step to collect financing needs to be earlier in the process. Interviewees 6 and 7 mentioned that the SWOT-analysis present in this tool is not present in the other tools, which is a loss for the other tools. They, however, did not mention specifically that the SWOT-analysis is a positive aspect of this tool.

In general, the interviewees found that this tool is more applicable for a linear process than for an iterative process. With the side notes that there are elements like the SWOT-analysis that are beneficial for the project. To be able to use this tool, it should be adjusted. When adjusting this tool, not much of the original tool is preserved, and therefore this tool is not functional for the adaptive reuse project of churches.

“Dus in die zin zijn dat wel voor de hand liggende stappen, en die SWOT-analyse kwam ik bij andere tools nauwelijks tegen volgens mij” -geïnterviewde 6

“So, in that way, the steps are obvious, and the SWOT-analysis I did not see that in other tools, I believe.” – interviewee 6, translated

“Dus hier zit dus een beetje hier loopt het allemaal te soepel in dit schema.” – geïnterviewde 7

“Here it all goes too smooth in this schema.” – interviewee 7, translated

4.2.4 Tool 2: stakeholder circle methodology

The second tool is the stakeholder circle methodology. The table below shows if the interviewees mentioned if the tool in their opinion was positive, neutral, or negative.

Table 20, tool 2 analysis

	1	6	7
Positive	3x	1x	
Neutral	1x	1x	
Negative	4x		

Interviewee 7 did not have positive, neutral, or negative associations with this tool. This interviewee mentioned that the tool for him is too complicated to use and did not understand the tool. Interviewee 1 had positive, neutral, and negative associations with this tool. The positive associations are in his opinion that when drawing the circle for this tool, it mirrors the ideas about the project and gives insight into the project. Another positive aspect is that it shows the movement of the stakeholders by visualizing it. The last positive aspect was that because the tool is visual: it gives a good overview of the stakeholders. This last positive aspect is, in his opinion, also a negative aspect. Because it is a visual tool, it is time-intensive to make. The second negative aspect was that the tool is limited to how much information can be in the circle. With this tool, it is hard to add the names and the functions of someone behind the role. Adding additional information is especially in smaller projects beneficial as there a person can have multiple roles. If this is not mentioned, then this information is missing and is harmful to the project. Moreover, interviewee 1 mentioned that it seems like the network is demarcated with this tool and that all the stakeholders involved are mentioned in the circle. This is, however, not the case with iterative projects like adaptive reuse of churches. Furthermore, the example given was based on a company instead of a project that makes it harder to envision. The third interviewee, 6, had both a positive and a neutral association with this tool. The positive association was that this tool focuses on visualizing the project, making the project more clear. The neutral association was that he thinks this tool could also be combined with other tools and not be used alone.

When asking about this tool, questions were also asked about when this tool could best be used. Interviewee 6 mentioned that this tool could best be used when the plans are made more concrete.

“De tekenmethodieken die zijn vaak wel arbeidsintensief wat je moet wel even gaan zitten en echt even te tekenen”-geïnterviewde 1

“the drawing method are often labor-intensive, so you have to take your time for it to draw.” – Interviewee 1

“Dat is een aardige manier om dingen te visualiseren en dat is opzicht en dat kan wel verhelderend zijn” – geïnterviewde 6

“This is a nice way to visualize things and in that way, it could clarify things” – interviewee 6

4.2.5 Tool 3: stakeholder identification tool

The third tool is the stakeholder identification tool. The table below shows if the interviewees mentioned if the tool in their opinion was positive, neutral, or negative.

Table 21, tool 3 analysis

	1	**6**	**7**
Positive			
Neutral			1x
Negative			

With this tool, the interviewees did not have a positive, neutral, or negative association with the tool. Except for interviewee 7, who mentioned that the tool does not show a movement in the process, it is necessary to be aware this movement exists. The interviewees, however, did have an opinion about the tools. Interviewee 1 could not criticize this tool as he found the explanation of the tool too brief. Interviewee 6 agreed that the explanation was too brief. Furthermore, he mentioned that this tool is not sufficient to be used alone and should be included in another tool. Interviewee 7 points out that it is beneficial that this tool shows the legitimacy of a specific stakeholder. Moreover, his opinion about the tool is that it is good the tools make people aware of this aspect. However, a separate tool for this is not needed. This tool is more useful to make people aware of the point but using a tool is unnecessary.

In addition, questions were asked when this tool can best be used in the process. This tool is best suitable when used before beginning to develop a strategy for managing the stakeholders.

“Dus er zit een verschuiving, gedurende het proces zit er een verschuiving in. Daar moet je bewust van zijn.” – geïnterviewde 7

“So, there is a move, during the process, there is a move. You should be aware of that.” – interviewee 7, translated

“Dat is toch lastig om dat te vangen onder dat ene woordje, dan zou ik dat wel wat verder uit gedetailleerd willen zien voordat ik die tool 3 zou gebruiken. Het is een beetje hoog eroverheen vliegen.” -geïnterviewde 6

“That is difficult to catch that in one word, I would like to see that more in detail before using tool 3. It is a bit too abstract.” - interviewee 6, translated

4.2.6 Tool 4: stakeholder impact index

The fourth tool is the stakeholder impact index. The table below shows if the interviewees mentioned if the tool in their opinion was positive, neutral, or negative.

Table 22, tool 4 analysis

	1	6	7
Positive			3x
Neutral		2x	
Negative			

Interviewee 1 had no positive, neutral, or negative associations to this tool. Interviewee 6 had two neutral associations with this tool, and interviewee 7 had three positive associations with this tool. This tool emphasizes the proponents and opponents, an aspect that the previous three tools did not have. This emphasis is also mentioned by interviewee 7 as a positive association to this tool. He also finds it positive that these proponents and opponents are made visible, and a strategy is developed based on this. Furthermore, he underlines the importance of finding proponents and opponents to see how they can influence the project.
All the interviewees agreed that this tool is only useful when searching for opponents and proponents.

The interviewees were also asked about when this tool can best be used. Interviewee 6 and 7 both mentioned that this tool should be used in the beginning phases to develop a strategy. In addition, it is essential that this tool is used multiple times in the project because who the proponents and opponents are can change.

> *"daar vond ik het wel interessant dat voor het eerst de tegenstanders worden belicht, dat is opzicht wel belangrijk om dat ook in de gaten te houden." – geïnterviewde 7*

> *"Here I find it interesting that for the first time also the opponents are highlighted, that is something that is relevant and should be attention for" – interviewee 7, translated*

> *"hier ligt de nadruk op voor en tegenstanders dus dat is een tool die je zou kunnen gebruiken op het moment dat je denkt ik wil beter snappen waar de voor en tegenstanders zit. Dus als je die specifieke kennis uit je netwerk wilt halen kan deze tool daarbij helpen." – geïnterviewde 1*

> *"here, there is a focus on the pro and opponents, so this is a tool that you can use at the moment that you want to understand better where the pro and opponents are. So, if you want that specific knowledge from your network, then this tool can help with that." – interviewee 1, translated*

4.2.7 Tool 5: stakeholder power-interest grid

The fifth tool is the stakeholder power-interest grid. The table below shows if the interviewees mentioned if the tool in their opinion was positive, neutral, or negative.

Table 23, tool 5 analysis

	1	6	7
Positive	2x	1x	
Neutral	1x		1x
Negative			1x

Interviewee 7 mentioned one negative aspect of this tool: this tool does not include a time factor. However, this time factor is essential as the stakeholders' power and interest change during the project. Interviewee 7 also mentions a neutral aspect. When using the tool, first, the stakeholders involved should be analyzed. This analysis does not have to be a problem but needs to be done before the tool can be used. Interviewee 1 also has a neutral association with this tool. There are many tools like this one, this tool can be used, but others can also be used. This tool also has some positive aspects mentioned by interviewees 1 and 6. Interviewee 1 mentioned that this tool also focuses on visualizing. This can help make it more transparent who the stakeholders are and where in the grid they belong, making a better plan to involve the different stakeholders. Interviewee 6 mentioned a positive aspect about this tool: it is a 2D tool that makes it easier to look at than a 3D tool.

According to the interviewees, this tool can best be used later in the project when the stakeholders are already identified.

> *"En dan zit je weer met de moeilijkheid dat je dat de tijdsfactor in vijf en zes de tijdsfactor niet echt zit. Want je hebt een veranderd beeld" – geïnterviewde 7*

> *"And then you have the difficulty with that in five and six again there is no time factor. Because there is a changing image." – interviewee 7, translated*

> *"het zijn allebei methodes om in dat opzicht lijkt het ook wel op die tweede om ook visueel te maken welk belang je aan een bepaalde partij in de omgeving van je project wilt hechten. En in die zin vond ik het wel nuttige toevoegingen. Maar het zijn eigenlijk allemaal methode die, het is wel een beetje in het algemeen mijn waarneming." – geïnterviewde 6*

> *"They are both methods, and in that way, it also looks like the second tool because you visualize again what interest you give to a certain party in the network of your project. And in that way, I think it is a useful addition. But they are all methods, that in my opinion a bit general." – Interviewee 6, translated*

4.2.8 Tool 6: Project stakeholder potential and attitude cube

The sixth tool is the project stakeholder potential and attitude cube. The interviewees saw this sixth tool as the same tool as 5 except in 3D with one more axis. This observation is not correct because tool 6 has a help, harm, and attitude axis. While tool 5 had a power and interest grid. Because the interviewees misinterpreted this tool, no conclusions about this tool can be given.

4.2.9 Tool 7: social network analysis

The seventh tool is social network analysis. The table below shows if the interviewees mentioned if the tool in their opinion was positive, neutral, or negative.

Table 24, tool 7 analysis

	1	6	7
Positive	1x	1x	
Neutral	1x		
Negative			

Interviewee 7 had no positive, neutral, or negative association with this tool. Interviewee 6 had one positive association with the tool. Moreover, interviewee 1 had a positive and neutral association with this tool. The positive aspect of this tool, according to interviewee 6, was that this tool also focusses on the relationship between different stakeholders, an aspect that the previous tools did not include. Interviewee 1 had a neutral association with this tool. This was because this tool includes power based on a function someone has. He mentioned that this is not directly a negative aspect, but it is something that can be sensitive, and it is essential that this is known before using the tool. This interviewee also mentioned a positive aspect: this tool includes expertise, something the other tools did not have. However, he made a side note that it can be challenging to precisely understand what expertise is.

Here also questions have been asked when this tool can best be used. The interviewees mentioned that it could best be used from an early point in the project and then a couple of times more during the project.

> *"Maar ik zeg er wel bij, die onderlinge beïnvloeding kan je natuurlijk ook wel bij die andere tools een plekje geven. Maar dat is wel echt een toegevoegde waarde van deze tool." – geïnterviewde 6*
>
> *"But I do say the mutual influence you can also add to other tools. But is it an added value of this tool." – interviewee 6, translated*
>
> *"Mooie eraan vind ik dan dat op het aspect expertise als het ware specifieke analyse kan maken. Maar je moet dus bewust zijn dat je in je denkwijze dat er een aantal andere machtsbronnen zijn." – geïnterviewde 1*
>
> *"The nice thing about it, I think, is that the aspect expertise you can do a specific analysis. But you have to be aware in your way of thinking that there are a couple of different other power sources." – interviewee 1, translated*

4.2.10 Tool 8: stakeholder management web

The last tool is the stakeholder management web. The table below shows if the interviewees mentioned if the tool in their opinion was positive, neutral, or negative.

Table 25, tool 8 analysis

	1	6	7
Positive	2x	1x	1x
Neutral	1x		
Negative		1x	

All the interviewees have positive associations with this tool. Interviewee 1 also has a neutral association, and interviewee 6 a negative association. Interviewee 7 mentioned as a positive aspect that it could be useful to use this tool, so it is visible who the critical stakeholders are and if these stakeholders have any positive or negative influence. Doing this clarifies that certain things need to be considered before involving the stakeholders in the project. Interviewee 6 mentioned as a positive aspect that this tool includes the relationship between different stakeholders in the whole network. This interviewee also mentioned a negative aspect: he thinks this tool is less clear than other tools. Interviewee 1 thinks this tool helps to strengthen the analyses, and it shows the different relations in a network and not only limited to a stakeholder. He also had a neutral association that was that this tool only focuses on the relations in a network.

When asking the interviewees when this tool can best be used, they mentioned it in the early phase of the project. It helps to understand the stakeholders' network.

> *"En die werkwijze is interessant, dus dat je op die manier ook naar je netwerk kijkt, dat is denk ik wel belangrijk. Ik denk dat je daarmee meer gevoel krijgt in het krachtenveld, andere tools zijn meer gericht op hoe zit die individuele actor erin en de andere is veel meer gericht, deze tool is veel meer gericht als die actor zich zo gedraagt met andere actoren dan zit daar een machtsveld of een krachtenveld wat invloeden uitoefenend op initiatieven op het project. Daarmee wordt je analyse eigenlijk sterker." – geïnterviewde 1*

> *"And that way of working is interesting, so if you look at your network in this way, I think that is important. This tool gives you more feeling for the power field. Other tools are more focused on how that individual actor stands in the field. This tool is more focused on if those actors behave in this way with other actors than a power field or force field that influences the project's initiatives. This makes your analysis stronger." – interviewee 1, translated*

> *"Het meest interessant vond is het tool een van de laatste waar ook wordt gekeken naar de relatie onderling van de partijen, dat is in de praktijk wel iets waar je altijd rekening mee moet houden." – geïnterviewde 6*

> *"The most interesting tool is the last tool where is also looked at the mutual relationship of the parties, that is something that in practice you should always take into account." – interviewee 6, translated*

4.2.11 Answering sub-question 3

From the first round of interviews, not enough information could be gathered to answer sub-question 3: *What kind of stakeholder management tools exist, and which are functional for adaptive reuse of churches?* A new round of interviews was held, and with the results from these interviews, the answer can be given.

In project management, there are many stakeholder management tools. In this research, only eight tools were investigated to see if these eight tools can be used in the adaptive reuse of churches. The tools that were investigated in this research are shown in the following table. This table also shows the positive, neutral, and negative aspects of the tools, which resulted from the interviews. In addition, it also shows if the tools are suitable for the adaptive reuse of churches.

Table 26, overview tools

Tool	Positive	Neutral	Negative	Suitable
1) Project stakeholder management strategy	–	–	– Steps in the process are too consecutive – No room for stakeholders that join later – Step for financing is missing	– No
2) Stakeholder circle methodology	– Visual tool makes clear	–	– Visual tool is time-intensive – Not all information can fit in the circle – Tools make it look like the process is demarcated	– Yes, with small adaptations
3) Stakeholder identification	–	– It does not show movement in the process	–	– Yes, with adaptations
4) Stakeholder impact index	– Shows pro and opponents of the project – Tools help to develop a strategy that focuses on pro and opponents	– The tool only useful when interest in pro and opponents	–	– Yes
5) Stakeholder power-interest grid	– Visualizing this helps make more clear	– Before using the tool, stakeholders need to be analyzed – Many other tools like this	– It does not include a time factor	– Yes, with small adaptations
6) Project stakeholder potential and attitude cube				
7) Social network analysis	– Focuses on the relationship between stakeholders – Includes expertise	– Includes power based on function	–	– Yes
8) Stakeholder management web	– It makes clear what the relations in a network are – It shows the whole network	– Only focused on relations in the network	– Not as clear as other tools	– Yes

To answer this subquestion, it is essential to see if these tools can be used in churches' adaptive reuse projects. This conclusion is based on the feedback of the experts. This feedback is also shown in the table if the tool is suitable, yes or no, or with possible adjustments.

The first tool is not suitable for churches' adaptive reuse process because this tool is made for linear projects and not iterative projects like an adaptive reuse process of churches. The second tool, stakeholder circle methodology, is suitable for adaptive reuse when it has more space to add additional information. This additional space can be a word document connected to where additional information can be added or more space around the circle so additional information can be written. The third tool, stakeholder identification, is also suitable; however, some more significant adaptations are needed. This tool must be used a couple of times in the project because the relevant stakeholders change over time. This can be done with a few suggestions. First of all, adding in the explanation that the tool needs to be applied a couple of times. Furthermore, it is necessary to include suggestions on when to apply it. The first suggestion is to apply the tool when new stakeholders join the process. The second suggestion is to apply the tool before consulting with important stakeholders. The last suggestion is to apply the tool when making big and important decisions. The fourth tool, the stakeholder impact index, can be used for adaptive reuse projects without any adaptations. The fifth tool, the stakeholder power-interest grid, can also be used when a time factor is included in the tool. This time factor can be added by making clear the tool needs to be used multiple times. This includes the time factor. Creating a timeline to indicate when the tool should be used during the project could be a solution. This ensures that the time factor is taken into account because the tool is used multiple times in the project. This added timeline ensures that at the right time, the right stakeholders are analyzed. The sixth tool, project stakeholder potential and attitude cube. For this tool, no indication can be given if this tool is suitable because no feedback was given about this tool. The seventh tool, social network analysis, can be used without any adaptions. The last tool, stakeholder management web, can also be used without any adaptations.

The interviewees were most optimistic about tools 4, 7, and 8, and these also do not need significant changes to be applicable for the adaptive reuse project of churches. The least favorite was tool 1; this tool was too linear for adaptive reuse projects.

There are a few remarks to be made about the tools described above. The network of stakeholders involved in adaptive reuse projects is a very open network, and who is involved can change a lot during the project durations. Therefore the tools must not be used once but multiple times in the project. When these tools are used, it does not indemnify from mistakes and risks in the project. The tools mentioned above focus on a specific element. It is therefore essential that different kinds of tools are used comprehensively. Which tools to use is dependent on what kind of information is needed. Another remark worth making is that during a project, the important aspects of the project can change. There should be room to use the tools again with a focus on new aspects.

5.0 Booklet

The results are presented in a booklet. The booklet explains the process, the stakeholders, and the tools. Each step in the process is described to explain what occurs in each process step. Moreover, the critical obstacles and attention points that are important for a project are described. In addition, the stakeholders involved in the projects are also described. These are the main stakeholders in the process. Special attention will be given to the diocese and the municipality because these play an essential role in the process. Lastly, the tools are described and explained where in the process the tools can be used. This booklet's added value is that it provides an overview of the process steps. Furthermore, it also shows the stakeholders involved and which stakeholders are more important and critical than others. In addition, it offers an overview of the tools used in adaptive reuse projects of churches and when these tools can be used in the process.

This booklet can be used by people working on these kinds of projects, preferably in the initiation phase, to get a good idea of what to expect in such a project. The booklet can be found in a library or by the province. The booklet is not limited to a specific user group but is relevant for all the people working on such projects. It is therefore essential that this booklet is offered to the people working on it. Therefore when including the booklet in the library, people are free to borrow the booklet. Moreover, the booklet should also be handed out by the province to help people who work on these projects.

The information in the booklet must be valid; this is ensured in two different ways. Firstly, the information about the process and the stakeholders was retrieved from the interviews that were conducted in this research. The validation of this is described in chapter 6. In addition, the information about the tools was tested by the experts that were interviewed in the second round. These experts received a word document with the tools and their explanations. Questions about these tools were asked to find out their opinions. The results of this are described in chapter 4.2. The feedback provided by these experts about the tools was used in the booklet to ensure that only relevant tools were mentioned. The information about the tools themselves was retrieved in the literature review by the appropriate sources. The suitable tools are described in the booklet with their pros and cons. From the literature, eight tools were investigated. However, in this booklet, seven tools are discussed. This is because one tool is not suitable for the adaptive reuse projects of churches, as mentioned by the interviewees. Furthermore, the adaptations that were needed to the tools are explained in the booklet.

The booklet starts with a preface that explains why the booklet has been made. The first chapter is the introduction. In this chapter, an introduction is given to the problem, secularization, how that leads to vacant churches, and why reusing them is difficult. The second chapter describes the process, where the general timeline is shown with the different steps. The steps are explained to give the reader an idea of which steps there are and what these steps include. This chapter also shows the relevant obstacles and attention points in the adaptive reuse of churches. Only the relevant topics that were chosen from this research are mentioned in the booklet. The next chapter describes the stakeholders. Two stakeholders are highlighted because these two play an essential role in the adaptive reuse of churches. The last chapter describes the tools, and here the different tools are highlighted and explained.

Per tool, the pro and cons are discussed. Moreover, there is also an indication of when to use the different tools in the process. This chapter explains that the mentioned tools are not the only existing ones but can help understand the network of the process better.

The booklet itself can be found in Appendix VI of this report.

6.0 Case study

6.1 Introduction to case study

The research question of this research is: *How can the stakeholder management process of the adaptive reuse projects of churches be optimized with the help of different stakeholder management tools?* So, the main question is: do stakeholder management tools help with this? Moreover, can the use of stakeholder management tools ensure that the process is optimized? To answer this, a case study was conducted. In this case study, the booklet that guides people that work on adaptive reuse projects was tested. This booklet shows the process and the stakeholders, but most importantly, it also shows the tools. The booklet shows the positive and negative aspects of the tools and how the tools can be used. The tools described were tested and evaluated by experts in the second round of interviews. Afterward, improvements were made. This case study aims to find out whether this booklet can help with optimizing the adaptive reuse process. For this case study, cases A and B are used. These two cases are chosen because, during the interviews, the most information could be gathered about these two cases compared to the other cases.

The next paragraph provides a short introduction to these projects. The problems and obstacles present in each project will be highlighted. The booklet will be used to see if these problems could have been avoided when using this booklet. Finally, some conclusions can be drawn about the usefulness of the booklet.

6.2 Case A: De Petrus, Vught

6.2.1 Background case

This case is about the Petruskerk in Vught. This church has been transformed and is already in use for a few years. In this case, the church was already empty and deconsecrated. Some local people wanted to maintain the church, and a foundation was made; this all took place around 2005. The initial plan failed due to some problems, and in 2010 a new plan was made to reuse the church. Finally, in 2016 the first part opened, and in 2018 also the rest. The functions of the building are a restaurant, library, museum, shop, offices, and a meeting center. To achieve specific function, expansions were needed.

6.2.2 Problems and obstacles

There are problems and obstacles in each project; identifying these problems and finding solutions can help future projects. In this case, the issues were:

1. A new function for the church is challenging. The choice for new functions is often based on socially relevant functions. The problem with these functions is that the companies cannot pay much rent. So, there always have to be companies involved who can pay for the main costs. This was also the issue in this case.

2. Overview of the involved stakeholders. In this project, the first plan failed, and a new plan was created. In between this time, for the actors involved, it was not clear if they were included in the new plan or not.

3. Unclear communication. In between the two plans, there were no formal meetings between the stakeholders. Still, the process continued, and mistakes were made, for

example, a depot for the museum. This was designed and created without consulting the museum itself and therefore did not fulfill the wishes.

4. Discontinuation of stakeholders. Another problem in this project was that some of the companies discontinued the collaboration. They were not involved in further plans. Like many other music schools, the music school went bankrupt, and the library got a new director who did not want to investigate and stopped with the project.

5. Knowledge about social-cultural facilities. The church owners do not have much knowledge about social-cultural facilities, which made it more challenging. With social, cultural facilities, there are responsibilities. If someone is not used to these responsibilities, it is harder to explain that certain things can, and certain items cannot happen.

6. Different interests. In the beginning, the stakeholders' interest was very much apart from each other, which made it hard to bring all these stakeholders together to create one plan.

7. Guarantee of plans. In the first phase of the project, all the plans were ready, and the municipality was asked to guarantee if the financing would not succeed. The municipality did not want that, and the first plan failed.

6.2.3 Use of booklet

The problems mentioned in 6.2.2 were used to see if the booklet could have prevented or minimized the problems.

1. The first problem was that it needed to be clear who the main occupier is, which can pay the costs of the building. This problem occurred during the “first ideas” step, where the first ideas were made. This problem is related to the “financing” obstacle. When looking at the questions that are mentioned in the booklet, the first question could answer this.
   A tool that can help is a tool that makes more transparent who the stakeholders are and how they can add to the project. Consulting the booklet, the best tool that can be used is tool 1, stakeholder circle methodology. This tool shows the stakeholders’ expectations and perceptions and clarifies their role and their influence in the project.

2. The second one, which was about if the stakeholders were still involved in the project. This problem occurred during the “defining a plan” step. This problem relates to the “involving the right stakeholder” attention point. When using the booklet, the question that could help for finding the right tool is 7.
   So, a stakeholder management web, tool 7, can best be used. The project manager needs to make this web visible for all the stakeholders to see where they belong and their relationship with the project and other stakeholders.

3. The third problem was particular for the museum; the storage was not built correctly. Here the problem is mainly about that choices were made without the cooperation of the stakeholder itself. This problem occurred in the step “executing the plan”. This

problem relates to the attention point "involving the right stakeholder," and question 7 could help find the right tool.
The stakeholder management web, tool 7, can be used for minimizing the problem. Because this web shows the relationship between the stakeholders and if this tool were used, it would have been clear that the museum was linked to the storage and should be included in the museum's storage choices.

4. The next problem related to the stakeholders who ended the collaboration in the project. When stakeholders withdraw from the project, it costs much time to solve the problem. Knowing this in time could solve many problems. This problem occurred during the "defining a plan" step and relates to the "involving right stakeholders" attention point. The question that could help find the right tool is question 4.
A stakeholder power-interest grid, tool 4 in the booklet, can best be used. It clarifies the stakeholder's power and interest. Furthermore, if the stakeholder is a player in the project, it was closely monitored when the tool was used. Then, in an early phase, the stakeholder's problems were known, and there could be a timely intervention.

5. In this problem, the owners of the building lacked knowledge about social-cultural facilities. There is no specific step in the process where this problem occurred, and there is also no question in the booklet that can solve this problem.
There is no tool in the booklet for this problem that could have minimized or prevented the problem. Because there was a need for new owners of the building, these were the group of people who were not familiar with social-cultural institutions.

6. The seventh problem was that the stakeholders. In the beginning, they did not have the same goal and vision in mind. It is crucial for a project that the stakeholders have the same end goal. This problem occurred during the "create a plan" step. There is not an obstacle or attention point in the booklet that directly relates to this problem. There are a couple of questions mentioned in the booklet that can help with this, and these are 2, 4, 5, and 6.
First, there is the stakeholder identification tool 2 in the booklet. The stakeholders are categorized on power, legitimacy, and urgency. This tool can help identify the more critical stakeholders and focus on these. The stakeholder impact index, tool 3, can also help with this problem. Giving each stakeholder an index to see how they impact the project. Then focus can be on the essential stakeholders. The same applies to tool 4, stakeholder power-interest grid, and tool 5, project stakeholder potential, and attitude cube. The last tool that also can be used is tool 6 in the booklet, social network analysis, where the stakeholders are also identified based on expertise that could help with the project.

7. The last problem, the municipality did not want to guarantee the financial plans. It was helpful to see if the municipality was a proponent or opponent in the project. This problem occurred in the step "talks with the municipality." This problem is also mentioned in the booklet in the chapter stakeholders where specific attention is given to the municipality. Looking at the questions, question 3 can help with this problem.
Tool 3, stakeholder impact index, makes it clear what the nature and the impact of the stakeholder are. In the case of the municipality, it would have been clear that the

municipality was an opponent, and then in time was known that they would not guarantee the plans. Furthermore, the booklet gives specific attention to the municipality as a stakeholder that should be closely monitored.

6.3 Case B: Sint Jan, Roosendaal

6.3.1 Background case

This case is of a church, Sint Jan, in Roosendaal. This project is ongoing and is not yet finished. The unusual part of this project is that before this project started, the church already had a different function than the original use. The previous renter did not want to extend the contract anymore, and the church became vacant. Because there was already a different function before, it made it easier to convince the diocese of the new plans. The new functions' ideas are not completely defined yet, but much attention is given to the heritage. This case is a bit different from the first case because in the first case, the problems were about the whole process. That case was already finished, while these problems are only about the project phases that were already done.

6.3.2 Problems and obstacles

The problems in this case are:

1. Different kinds of stakeholders and buildings. In these kinds of projects, there are different stakeholders involved. The buildings are also situated at various locations. Furthermore, they have a different role in the history of a town or village.

2. Diocese. The diocese is a stakeholder that is hardly involved in other projects, and it is a challenging stakeholder.

3. Covid-19. For a while, the process was stopped temporarily due to the Covid-19 situation, which limited presenting the plans to the municipality.

4. Pastors. The pastors do not agree with all the new possible functions in a church.

5. Financing. One of the new users of the church has to be the main income person.

6. Financing. The church's possible renters could stop with the project if they do not get it financially covered.

7. Possible functions. There was an idea for a restaurant in the church, but the current restaurants in the area are not pleased with that function. If the restaurant owners' opinions are not considered, then some stakeholders could be against the plans. They would no longer support the project.

6.3.3 Use of booklet

The problems mentioned in 6.3.2 were used to see if the booklet could have prevented or minimized the problems. These problems are slightly different from case A's issues because this project is still ongoing while case A was already finished.

1. The first problem is, with churches, different kinds of stakeholders are involved than other projects. Furthermore, the churches have a different location and have a history in the city. This problem is not directly related to a step in the process but could be included in the “create a plan” step. The problem is mentioned in the obstacle “exterior and interior of the church.” There are, however, no questions related to this problem.
   For this, the booklet tools only focus on the various stakeholders rather than the location or the history. Besides the tools, the booklet does focus on the last two aspects, those are mentioned in the timeline where analysis is done about these subjects. For the other problem that the stakeholders are different, two stakeholders are highlighted in the booklet that special attention is given to them.
   Furthermore, the tools can help identify the stakeholders and see the relation between the project and the stakeholders. The following tools can best be used; tool 2 stakeholder identification, tool 3 stakeholder impact index, tool 4 stakeholder power-interest grid, tool 5 project stakeholder potential and attitude cube. These tools are a bit different from each other, and per project itself should be looked at which specific instrument is best suitable to use.

2. For the second problem, diocese, the booklet gives specific attention to this stakeholder. It is a stakeholder where specific focus is needed. This problem occurs in multiple steps in the process. These are: “creating a plan”, “first ideas”, “defining a plan,” and “adjust new plan”. This problem is also mentioned in the obstacle point “diocese”. The question related to this of the booklet is question 7.
   Tool 7, the stakeholder management web, could be used for the diocese to see how the relationship between the diocese and the other stakeholders are.

3. The third problem is that the process was stopped for a while due to Covid-19; no meetings could occur. This problem is not directly related to a phase in the project or an obstacle or attention point mentioned in the booklet.
   This situation is unique that no tool in the booklet could have prevented or minimized the problem.

4. With the fourth problem, the pastor does not always agree with the functions. It is essential to understand the perspective of the pastor and knowing the attitude towards the project. It is also necessary to understand how much impact this pastor has. This problem occurs in the “create a plan” and “first ideas” steps. It is not related to a specific attention or obstacle mentioned in the booklet. The questions that can help in finding the right tool are 3 and 5.
   For this tool 3, stakeholder impact index, and tool 5, project stakeholder potential and attitude could clarify this.

5. The fifth problem is that one of the stakeholders needs to be the main income person. This is not a problem related to a specific step in the process. Nevertheless, it could take place in the “first ideas” step. The problem is related to the obstacle finance. Because it relates to finance, there is no tool in the booklet specific to that.

6. The sixth problem, a stakeholder, could discontinue the collaboration if this stakeholder does not get it financially covered. This is a problem that can occur in each step of the project. There is no specific attention or obstacle mentioned about this or a question related to this in the booklet.

7. The last problem, a restaurant in the church; specific stakeholders could disagree with this. This is a problem that occurs in the “defining a plan” step. In the booklet, there is not a specific obstacle or attention point about this problem. There is, however, a question that can find the right tool; this is question 5.
   For this problem, tool 5, project stakeholder potential, and attitude cube can be used. This tool shows the help and harm potential and the attitude towards the project. If a stakeholder moves to a more negative aspect in this box due to a particular function, it is clear that that stakeholder disagrees with the choice.

6.4 Conclusion

This case study's goal was to see if the booklet could have prevented or minimized the problems during the process. Two cases from the interviews, case A and case B, were used. Case A was already finished, so the problems that occurred are problems about the entire process. While case B is an ongoing project, the initiation phase was already complete. When the interviews took place, they were working on defining the project. In this case, the problems were more related to the issues happening when the interviews were conducted. It could be possible that these problems could be solved at a later stage in the project.

Is the booklet something that could help with the problems that occur in churches' adaptive reuse projects? In most of the problems, yes. In the case study, the problems discussed (6.2.2 and 6.3.2) are connected to a solution (6.2.3 and 6.3.3). The solutions are given, and with that, the booklet's use is shown that this booklet can help optimize the process. The issues mentioned in the cases could be prevented or minimized with the booklet's help, as provided in 6.2.3 and 6.3.3. There is, however, one problem that could not be solved or minimized with the use of the booklet. These are the problems that are related to the financial aspects of the projects. There are no tools or information about the project's financial elements in the booklet or where to look for financial information. This is because the tools that were researched in the literature did not focus on finance. The choice for these tools was made because the problems known from the literature about the adaptive reuse process of churches did not focus on financing. Therefore, tools with a focus on financing were not selected. Besides this, the booklet can help prevent or minimize other problems related to stakeholders and stakeholder analysis.

The booklet can best be used in the beginning phases. From the interviews and literature, it was clear that the stakeholders are essential from the start of the project. In this booklet, stakeholders play a significant role, and therefore, this booklet needs to be used from the start. Furthermore, this booklet can also best be used when problems in a project occur because the booklet gives solutions for problems related to churches' adaptive reuse projects. It is helpful to read pages 7 until 19 before starting with a project because this gives an idea of the process and the different steps. This part of the booklet also shows the obstacles and attention points, the stakeholders, and when to use the different tools. The tools themselves can best be used at a point in the process when there are things unclear about the stakeholders and how they should be involved. In addition, the booklet shows where the tools can best be used for the first time. Furthermore, it is known who the proponents and opponents are and, for example, what the stakeholders' attitude is. The booklet's goal is that the tools are mentioned and that people are aware of these tools.

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7.0 Discussion

This qualitative research aimed to identify if stakeholder management tools can improve the adaptive reuse process of churches. This chapter includes a discussion about the significant findings of the literature and interviews about the history of churches, the adaptive reuse, the adaptive reuse process, the stakeholders, and the stakeholder management tools. Furthermore, this chapter includes a discussion about which tools are applicable for the adaptive reuse process of churches. In addition, this chapter concludes with a discussion of the limitations, validations, scientific and societal relevance, further recommendations, and conclusion.

This chapter contains a discussion to help answer the research question:

How can the stakeholder management process of the adaptive reuse projects of churches be optimized with the help of different stakeholder management tools?

7.1 Interpretation of the findings

To see if the process of adaptive reuse of churches can be optimized with stakeholder management tools, it is essential to investigate the factors that influence the process. These three factors, known from the literature and interviews, are described below.

7.1.1 Process of adaptive reuse of churches

In this study, research has been done about the adaptive reuse process of churches. This research is conducted via literature and interviews. In the literature, the process steps were investigated. In the interviews, an interpretation of these steps was made. It is interesting to see how these steps combine and any differences between the literature and the interviews. Furthermore, how the interviewees experience the process.

The book of Nelissen et al. (1999) describes the general adaptive reuse process. The steps they identify are (a) initiation phase, (b) definition phase, (c) design phase, (d) realization phase, and (e) maintaining phase. In the interviews, the process steps are also defined these are (a) observation problem, (b) creating a plan, (c) subsidy requests, (d) first ideas, (e) talks with the municipality, (f) defining a plan, (g) presenting the new plan, (h) adjusting the new plan, (i) approval of the new plan, (j) execution of the plan, and (k) opening. The process steps of the interviews are more detailed and focus on smaller steps than those from the literature. When comparing the process steps of the interviews with the literature, it is evident that the literature takes bigger steps than those identified in the interviews. The process steps of the interviews can be grouped to create bigger steps. This grouping is done to see the completeness of the process and if any steps are missing.

The first step of the literature, the initiation phase, contains from the interviews the steps (a) observation of problem and (b) creating a plan. The second step of the literature, the definition phase, contains the (c) subsidy request and (d) first ideas. The third step of the literature, design phase, contains from the interviews the steps (e) talks with the municipality, (f) defining plan, (g) presenting the new plan, (h) adjusting the new plan, and (i) approval of the new plan. The fourth step, the realization phase, contains from the interviews the steps

(j) execution of the plan and (k) opening. From the literature, there was one more step identified, the maintaining phase. The last step in the interviews was the opening which belongs to the realization phase. There is thus a difference between what the literature envisions as the final step and the interviewees. The interviewees working on the project probably only look at the process until the church is opened. The maintaining phase of a church is not that different than in greenfield development. Therefore, the assumption is that the interviewees did not identify the maintaining phase as the final step.

The difference between the steps identified in the literature and the steps identified in the interviews can be explained. The literature focus on the entire process. While in the interviews, the focus was more on the first phases identified in the literature as initiation phase, definition phase, and design phase. In these three phases, the process of adaptive reuse of churches is different from greenfield development and additional research was needed. The significant difference was that the process of adaptive reuse of churches starts with an observation of a problem instead of a wish for a new building.

From the interviews, some obstacles and attention points were identified that could complicate the optimization of the adaptive reuse of churches process. The significant points are that the diocese is a stakeholder that is not present in greenfield developments. More about the diocese as a stakeholder can be found in 7.1.2. In addition, the building itself also complicates the process. This because the church has a very characteristic architecture and not all functions could fit well in the building.

7.1.2 Stakeholders

The second main category where research was conducted was the relevant stakeholders. For this, research has been done both in the literature and in the interviews. In the literature, the focus was on stakeholders who can be present and where they belong. In the interviews, the focus was on the stakeholders that are relevant and always present in the project. Moreover, in the interviews, there was also a focus on complicated stakeholders and how stakeholders are managed in the process.

A list has been made about the stakeholders that could be present in churches' adaptive reuse process from the literature. This list contains 25 stakeholders that could be present. These stakeholders are divided into the process they belong to and their relation to the building.

From the interviews, the following stakeholders are known: diocese, parish, owner, municipality, province, pastor, community, church board, parish board, and process manager. The stakeholders mentioned during the interviews are not all directly mentioned in the list from the literature. The stakeholders that were not directly mentioned are the owner, the pastor, the community, the church board, the parish board, and the process manager. However, they can be found in the groups that were created in the literature about the stakeholders. For example, the pastor is not directly mentioned; however, it fits in the category originally involved with a religious relation to the buildings. With that is established that the stakeholders mentioned in the literature are complete except for the owner. In the literature, the owner is not seen as a stakeholder relevant for the adaptive reuse of churches. This is because the literature assumes that the church is from the parish or diocese. This assumption is, however, not always the case, as was evident in case B. Here the church was not the owner anymore.

7.1.3 Stakeholder management tools

The third category where research was conducted was the stakeholder management tools. From the literature, eight different tools were chosen and investigated. In the interviews, questions were asked about the use of tools in general and the opinion about the tools. Afterward, the second round of interviews was conducted to get more in-depth information about the different stakeholder management tools.

From the literature, the following tools were investigated: (1) project stakeholder management strategy, (2) stakeholder circle methodology, (3) stakeholder identification, (4) stakeholder impact index, (5) stakeholder power-interest grid, (6) project stakeholder potential and attitude cube, (7) social network analysis and (8) stakeholder management web. In the first round of interviews, research was done about the familiarity of the tools, use, and opinions. Seven of the twelve interviewees used these tools unconsciously, only two interviewees used the tools directly, and four interviewees did not use the tools. Questions were also asked about the familiarity of the tools in general. One interviewee is familiar with the tools and uses these tools. Four interviewees knew the term but did not use them. Seven interviewees never heard of them. The following questions were about whether they think the tools make a difference and use them in the future. Some unexpected answers were given.

Three interviewees think the tools make a difference and are planning to use them in the future. One interviewee thinks the tools make no difference and will not be using them in the future. Eight interviewees think the tools make a positive difference in the project's outcome but are not planning to use them. Especially this last group of eight is interesting to know why they are not planning to use them. This group thinks the tools make a difference positively, even though they think they will not use the tools in the future. There were some follow-up questions asked about the reasons for this. The main reason for this is that it is something new they are not used at, time needs to be invested in this too, and they will probably not think about these tools when working on projects.

Because most interviewees were not familiar with the tools, the questions were general about the tools. The second round of interviews was held to gain more in-depth information about the tools to see if these tools can be used in churches' adaptive reuse process.

From the eight tools investigated, six tools were found applicable for the adaptive reuse of churches with some adaptions by the experts, as described in the results. The first tool, project stakeholder management strategy, is not applicable because this tool was too linear. The second tool, stakeholder circle methodology, is applicable if there is more room for additional information about the stakeholders. The third tool, stakeholder identification, can also be used when there is a time factor added to this tool. The fourth tool, stakeholder impact index, is also suitable without any adaptions. The fifth tool, stakeholder power-interest grid, can also be used when a time factor is added. The sixth tool, project stakeholder potential and attitude cube, here, no feedback was given because the interviewees misinterpreted this tool wrong. The seventh tool, social network analysis, and tool eight, stakeholder management web, can be used.

What is clear from this is, the tools chosen in the literature study, six out of the eight tools can be used, some with more adaptations than others. Furthermore, the tools that were chosen for the literature were selected if they could also be applied for iterative projects without specifically made for iterative projects. So even tools that are not created for iterative projects, like the adaptive reuse of churches, can be used for these projects. There is a chance they need some small adaptations, but the tools' goal is the same for greenfield development projects and adaptive reuse projects of churches.

7.2 Validations

This paragraph shows the validation of this research. In this research, interviews have been held to determine how the interviewees perceive the process, who the stakeholders are, and their opinion of the stakeholder management tools.

In the first round of interviews, information about the process could be gathered where the interviewee explained the process. During this interview, questions were also asked about the project's background, obstacles, and attention points. These questions were asked to understand the process, the project itself, and the difficulties there were. The last part of the interview focused on the stakeholder management tools, where questions were asked if they used the tools and their opinion about these tools. Unfortunately, most of the interviewees never heard of the tools, and no specific answers about the usefulness of these tools could be gathered. To solve this problem, a select group of the first round of interviewees was chosen who were familiar with the tools and had previously used them to ask more in-depth questions about these tools.

A case study was used to ensure the validation of the results. In this case study, the problems that occurred during the project were investigated. The goal was to determine if the booklet could have prevented or minimized the problems. Using the case study ensures that the conclusions that were drawn are valid.

The results of this research can be generalized. Because the data in this research is based upon four different cases. The general points were taken from these four cases. Therefore no points that were only relevant to a specific case were included. With these points, the results were drawn and the booklet created. The data from the four different cases was generalized in order to create the booklet and the results. This ensures that the conclusions are valid for multiple projects.

7.3 Scientific and social relevance

This research contributes in both a scientific and societal way. First, the scientific relevance is discussed, then the social relevance.

First of all, this research contributes to a better understanding of the adaptive reuse process of churches. It gives a clear overview of what kind of steps to expect in a project, from the beginning to the end phase. Furthermore, this research also clarifies the obstacles and attention points in such a project. Little research has been done about these aspects. Therefore, it contributes to the research gap because it makes the process of adaptive reuse more transparent. Previous research mainly was focused on the architectural side of the project or why adaptive reuse is essential. Besides a better understanding of the process, this research used stakeholder management tools to optimize the process. Stakeholder management tools are not a new concept. However, this concept has not been linked with adaptive reuse projects before. Combining the information of the tools with the adaptive reuse projects of churches and the adjustment to the tools illustrates which tools can best be used and when to use them. Using stakeholder management tools in the adaptive reuse process of churches, therefore, contributes scientifically.

This research adds to a societal level. It gives insight for people who are working or planning to work on adaptive reuse projects of churches. The people working on adaptive reuse projects of churches are often not an expert on that specific topic. Usually, an initiative is started by local people, and the right stakeholders are found. These stakeholders are most of the time stakeholders who have never worked on these projects before and are therefore not experienced with these projects. This research and specific the booklet can help with this. This booklet can explain the process these people are about to start and give some suggestions where specific attention is needed. Specifically, this booklet gives information about stakeholder management tools, which is often a term that is not familiar to the people working on these projects. After explaining the tools' functionalities to these people, most of them admitted that the tools were helpful and could benefit the project. The tools are described in this booklet that the people can use.

7.4 limitations

This research's limitation is that only a select group of people could answer the question about the stakeholder management tools. This limitation is because the participants selected for the interviews were not familiar with the stakeholder management tools. This group was chosen because it was relevant to determine if people did use these tools unconsciously. However, this limited the possibilities of the results retrieved about this subject.

Another limitation of this research is the case study. Because of limited time, only two cases have been used for a short period. Therefore, this research could not investigate the usefulness of the booklet when used during the entire process. Extending the booklet's use in the case study could improve the research in terms of its usefulness.

7.5 Recommendations for future research

For this research, qualitative research was the best choice. However, qualitative research is not designed to capture hard facts. It would benefit the projects if this research would be coupled with quantitative research. For example, by conducting a questionnaire to investigate why people do not want to use stakeholder management tools even though they think the tools can positively influence the outcome of the project.

Another recommendation for future research is extending the use of the booklet in a case study. Now the booklet has been used to see if problems could be prevented. However, it would improve the use of the booklet even further if the booklet could be used during an adaptive reuse project. When this is done, it can be investigated if the booklet and specific tools also work when problems occur and if people want to use the booklet.

7.6 Conclusion

In this study, research has been done in order to answer the following question:
How can the stakeholder management process of the adaptive reuse projects of churches be optimized with the help of different stakeholder management tools?

From the results of this research regarding the process, the following can be concluded. The adaptive reuse of churches is a unique process compared to greenfield development for many reasons. One of those reasons is that with the adaptive reuse of churches, there is an extra layer of religion that complicates the process. This complication was already mentioned by Bond (2011). This religion layer expresses itself mainly because the diocese is involved in the adaptive reuse process. This stakeholder was also mentioned in the literature by Zoelen (2019). In the interviews, this stakeholder was also mentioned as critical. When discussing the obstacles and attention points about the adaptive reuse process and where this process differs from the greenfield developments, the diocese is mentioned a couple of times. This is mainly because the diocese influences the project's outcome. If the diocese does not agree with the new plans, the project cannot continue, as was evident from the interviews. To make sure the diocese agrees with the plans, the diocese often needs to be convinced. Convincing the diocese can be challenging as the church has a hierarchy, so when contacting the diocese, it is almost impossible to talk with the people that make these decisions.

Another reason why the adaptive reuse of churches is unique is that adaptive reuse of churches is an iterative process compared to greenfield developments. Iterative means that the steps in the process that occur can be repeated.

Another point mentioned that is different between the greenfield development and the adaptive reuse of churches is the building itself. In greenfield developments, there is no building present, and there is a wish or demand for a new building. This is different in the adaptive reuse projects of churches because there is already a building present. From this building, there is an observation about a problem that the church is no longer feasible, and a new function needs to be found. Besides this, the building itself is also complicated. The building has a very characteristic architecture where not all functions can fit in. In addition, because the original function was religious, it is a sensitive topic what the future of the church can be. Some people do not agree with the religion related to the church and do not want a new building function. This complicates the process.

Furthermore, from this research appeared that people working on these projects lack experience. This was concluded from the interviews and the literature. They lack experience because the people that start with the initiative for a new plan have not worked on such projects before. These people often have a relation to the church, and they do not want that the church will be demolished.

From the results of the first round of interviews, this lack of experience is also the case for the interviewees in this research. Seven of the twelve interviewees were not familiar with the stakeholder management tools and unconsciously used parts of the tools. However, when asking these interviewees their opinion about these tools, they think the tools can positively influence the project's outcome. Questions were also asked this group if they want to use the tools in the future. The interviewees were not planning to do this. Even though they think these tools can make a difference. The main reason these people do not want to use the tools in the future is that they do not know where to find the tools. Even if they find the information about the tools, it costs time to investigate how and when these tools need to be used. Furthermore, the interviewees also mentioned that they would probably not think of the tools when working on a project.

Furthermore, from the results from the second round of interviews, the following can be concluded. To see if these tools can help with the process, the second round of interviews was conducted with experts about eight specific tools chosen from the literature. These experts gave their feedback about these tools. According to the experts, one tool cannot be used because that tool implies that the process is linear, while churches' adaptive reuse project is rather iterative. Furthermore, there was one tool where they misinterpreted the explanation; therefore, no feedback was received. There were six tools where the experts think they can be used in the adaptive reuse of projects. Some of these tools need some adaptations to make them useful for the adaptive reuse of churches but can be used in general.

This research shows that the process is complicated, and people working on these projects often lack experience. In addition, because the process is complicated, it is necessary to find solutions to improve the process. These solutions can be stakeholder management tools. The usefulness of these tools is shown in the case study that was executed. This case study shows that most problems could be solved or prevented if the tools were used or other attention points and obstacles related to the problem. These tools' usefulness has also been tested in the interviews to see if interviewees want to use these tools. Eight out of twelve interviewees mention they think the tools can positively influence; however, they do not want to use them in the future. To stimulate the use of the tools, a booklet has been created. This booklet explains the process, the relevant stakeholders, the obstacles, and attention points about churches' adaptive reuse. This booklet also shows the tools and in specific where these tools can be used. When this booklet is used in churches' adaptive reuse process, many problems can be minimized or prevented. This booklet shows which tool to use when something in the process is unclear. Therefore, when there are problems, the booklet can help to solve them. Improving the process can be done by making people aware of this booklet, and thus the tools exist and convince them to use it. This can be done by publishing the booklet and handing it to the library and province to support the people working on these projects to improve the process with the stakeholder management tools listed in the booklet. It is important that people know the tools' existence and make it easy to use the tools. In this way, the tools are used, and these tools themselves can improve the process.

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Appendixes

Appendix I	Questions interview round 1
Appendix II	Text fragments with codes round 1
Appendix III	Questions and explanation interview round 2
Appendix IV	Text fragments with codes round 2
Appendix V	Informed consent form
Appendix VI	Booklet
Appendix VII	Interviews round 1
Appendix VIII	Interviews round 2

Appendix I: Questions interview round 1

Nederlands:

Initiatiefnemer, gemeente, expert, parochie, projectmanager, gemeente, eindgebruikers, projectmanager, omwonende en eindgebruikers.

Introductie

1. Kunt u zich voorstellen?
2. Bij welke kerk/project bent u betrokken? En hoe, waarom bent u hierbij betrokken geraakt?
3. Heeft u al vaker als initiatiefnemer gefunctioneerd?
4. Wat is uw relatie met dit gebouw en de gemeenschap eromheen?
5. Is dit gebouw belangrijk voor u, en waarom?

Proces

6. Waar bent u in het proces erbij betrokken geraakt?
7. Wat is uw rol in het project, en wat zijn uw verantwoordelijkheden?
8. Kunt u in uw eigen woorden uitleggen hoe de verschillende stappen in het proces eruitzien?
9. Hoe zijn deze stappen gegaan, wat gebeurde er per stap?
10. Hoe gaat u om met de verschillende stakeholder? Hoe managet u die?
11. Verschilt het herbestemmingsproces van kerken met de meer normalere projecten?
12. Wat kan er beter in het proces?
13. Zijn er zaken aan de orde gekomen waardoor u zou afhaken in het proces? En indien nee wat voor een soort zaken zou dat voor u kunnen zijn?
14. Hoe wordt er naar uw inbreng geluisterd?
15. Hoe zou dit verbeterd kunnen worden?

Tools

16. Heeft u ooit gehoord van stakeholder management tools? (Even uitleggen wat de tools zijn)
17. Werkt u wel eens met deze tools? En wat vindt u van deze tools?
18. Zijn deze tools in dit proces gebruikt?
19. Als u nu terugkijkt op het proces was het proces beter gegaan als deze tools gebruikt zouden worden?
20. Heeft u nog ideeën voor deze tools hoe deze beter kunnen of andere suggesties voor het verbeteren van het proces?

Hoe wilt u verder op de hoogte gehouden worden van het onderzoek?

English:

Initiator, municipality, expert, parish, project manager, end-users, local residents.

Introduction

1. Could you introduce yourself
2. In which project are you involved? Why and how did you end up in this project?
3. Is your role as initiation taker new or did you do this more often?
4. What is your relation to the church building and the community?
5. Is the building important for you and why?

Process

6. Could you tell me where in the process you got involved?
7. How would you describe your role in the project, and your responsibilities?
8. Can you explain, in your own words show the different steps in the project look like?
9. What happened per phase?
10. How do you deal with the different stakeholders? How do you manage them?
11. Does the adaptive reuse process of churches differ from greenfield developments?
12. What could go better in the process?
13. Are there certain choices like new functions or changes to the church building, that would cause that you don't want to be involved in the project anymore?
14. What is your opinion on how well you are involved in the activities in the project?
15. How could this be improved?

Tools

16. Did you ever hear of stakeholder management tools?
17. Do you ever work with these tools? And what is your opinion about these tools?
18. Are the tools used in the process?
19. If you look back at the process, would the process be improvement if the tools were used?
20. Do you have any other ideas for the tools how they could be even better or any other suggestions for improving the process?

Appendix II: Text fragments with codes round 1

Due to sensitive information this chapter is excluded in this file.

Appendix III: Questions and explanation interview round 2

Tweede ronde interviews

Allereerst natuurlijk bedankt voor nog een keer instemmen om een interview met mij te houden. Dit interview is meer gebaseerd op stakeholder management tools. En in de literatuur voor mijn onderzoek ben ik er acht tegengekomen die ik graag wat meer wil toelichten. En het doel van dit interview is om te achterhalen wanneer u de tool zou gebruiken en wat u ervan vindt.

Tool 1 project stakeholder management strategy:

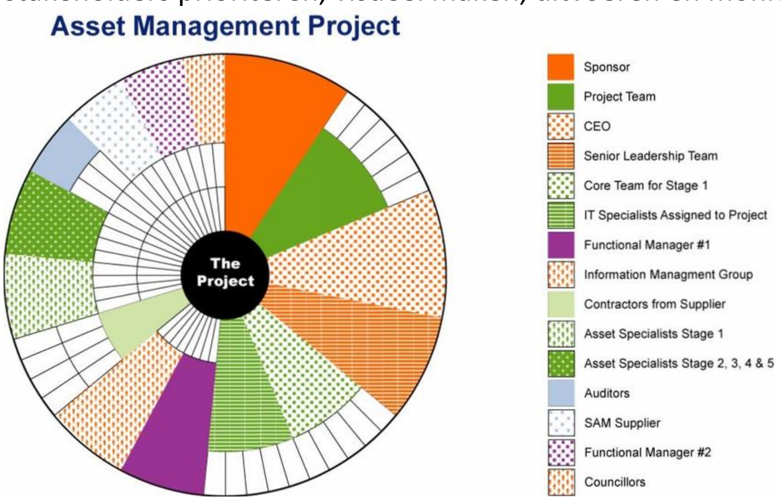
Deze eerste tool is niet zozeer een tool opzicht maar meer een stappenplan hoe je het moet aanpakken. Er zijn negen stappen en die zijn als volgt:

1. Visie en missie van project worden geïdentificeerd
2. Maken van een SWOT-analyse
3. Alle stakeholders worden geïdentificeerd en wat het doel en inzet van ze zijn
4. Selectiecriteria worden gemaakt en een plan of strategie per stakeholder wordt gemaakt
5. Strategie wordt gekozen
6. Projectmanager moet voor de middelen zorgen om de strategie uit te werken
7. Implementatie van de strategie
8. In gebruik nemen en indien nodig aanpassen
9. Feedback van de stakeholders

Wanneer zou u welke stap in het proces gebruiken en wat vindt u van deze tool?

Tool 2 Stakeholder circle methodology:

Dit is een visuele methode en is gebaseerd op het feit dat dat een project alleen kan bestaan op basis van toestemming van stakeholders. Deze methode laat de relatieve invloed zien dat een stakeholder heeft en het helpt ook met begrijpen wat de verwachtingen en percepties zijn van de stakeholders. De invloed is gebaseerd op macht, legitimiteit en urgentie. De kleur in de cirkel geeft de verschillende invloeden de stakeholders hebben in het project weer. De afstand tot het midden geeft de afstand tot het project aan. Verder laat de grote van het blokje van de stakeholder de omvang en reikwijdte zien. En de radiale diepte geeft de mate van impact weer.
Ook bij deze methode horen 5 stappen, deze zijn: identificeren wie de stakeholders zijn, stakeholders prioriteren, visueel maken, uitvoeren en monitoren.



Wanneer in het proces zou u deze methode gebruiken en wat is uw mening hierover?

Tool 3 Stakeholder identification:
Stakeholders worden gecategoriseerd op basis van macht, legitimiteit en urgentie. Dit categoriseren kan op verschillende manieren en is afhankelijk van het project en de projectmanager.
Wanneer zou u welke stap in het proces gebruik en wat vindt u van deze tool?

Tool 4 stakeholder impact index:
Doel van deze methode is om vast te stellen wat de aard en impact stakeholders hebben qua invloed op het project. Daarnaast laat deze methode zien hoe de relatie met het project is en of ze voorstander of tegenstander zijn. Deze index wordt gebaseerd op:

- Stakeholder attribuutwaarde, wat gebaseerd is op macht, legitimiteit en urgentie.
- Positiewaarde, gebaseerd op of een stakeholder een tegenstander (min getal) of voorstanders (positief getal) is
- Verworven impact belang, bestaat uit de verworven belang level en impact level.

Wanneer in het proces zou u deze methode gebruiken en wat is uw mening hierover?

Tool 5 Stakeholder power-interest grid:
Een matrix dat aan de ene as de macht laat zien en aan de andere as het belang een stakeholder heeft. Van deze matrix kan een stakeholder in vier categorieën ingedeeld worden: 'onderworpen', spelers, menigte en de groep die de context bepaald.

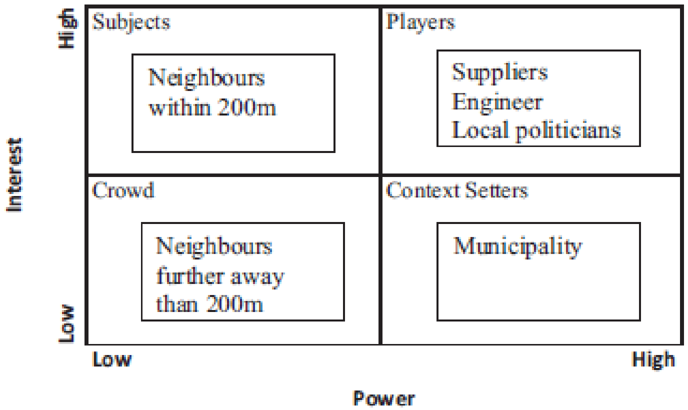


Figure 4.8 **Stakeholder Power–Interest Grid with examples of stakeholders**
Source: Adapted from Ackermann and Eden 2011

Wanneer in het proces zou u deze methode gebruiken en wat is uw mening hierover?

Tool 6 Project stakeholder potential and attitude cube:
Deze methode is een 3D matrix, dat op de ene as laat zien hoeveel schade een stakeholder kan brengen en aan de andere as of de stakeholder nuttig is. De derde as laat ook nog een houding (negatief of positief) tegenover het project zien.

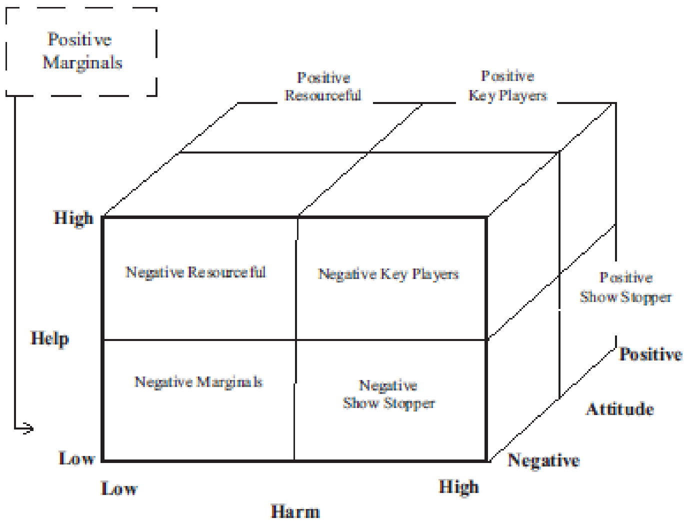


Figure 4.10 Project Stakeholder Potential and Attitude Cube

Wanneer in het proces zou u deze methode gebruiken en wat is uw mening hierover?

Tool 7 Social network analysis:
Deze methode is gemaakt om de relatie tussen de verschillende stakeholders te laten zien. De eerste stap bij deze methode is om de stakeholders te identificeren en vervolgens de invloed die de stakeholders hebben te prioriteren op basis van expertise. Vervolgens wordt een cijfer gegeven aan de stakeholder, dit cijfer geeft weer hoezeer een stakeholder invloed had op het proces of het proces veranderende. Uiteindelijk wordt een overzichtskaart gemaakt waarin dit duidelijk wordt, en ook de invloed die verschillende stakeholders niet alleen op het proces hebben maar ook op elkaar.
Wanneer in het proces zou u deze methode gebruiken en wat is uw mening hierover?

Tool 8 Stakeholder management web:
Deze methode is gebaseerd op macht en belang dat een stakeholder heeft. Een overzichtskaart wordt gemaakt voor elke belangrijke stakeholder in het project en die stakeholder wordt centraal gezet, om deze stakeholder heen worden vervolgens verschillende entiteiten en personen gezet. De relatie tussen verschillende stakeholders is gebaseerd op macht en belang. Macht laat zien of de relatie schadelijk of juist nuttig zijn. En belang reflecteert de vereisten en wensen van de centraal gezette stakeholder in relatie met de andere stakeholders.

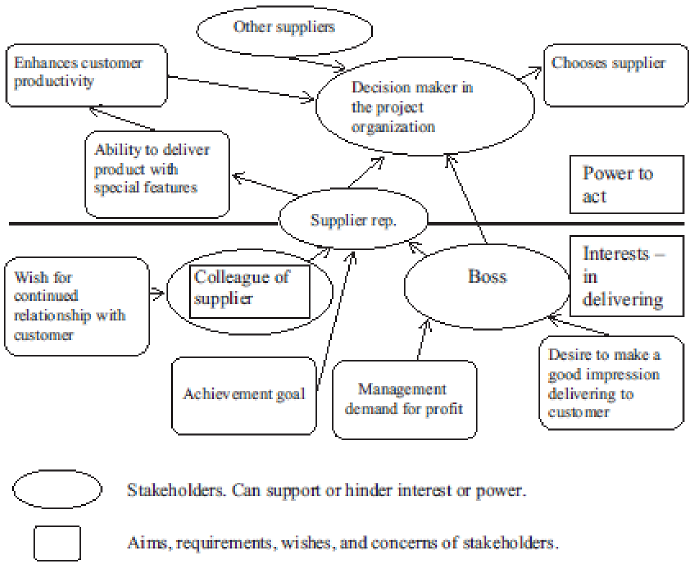


Figure 4.4 Stakeholder Management Web example
Source: Inspired by Ackermann and Eden 2011

Wanneer in het proces zou u deze methode gebruiken en wat is uw mening hierover?

Appendix IV: Texts fragments with codes round 2

Due to sensitive information this chapter is excluded in this file.

Appendix V: Informed consent form

Informatie voor deelname aan wetenschappelijk onderzoek

Herbestemming kerken

Inleiding

Geachte heer/mevrouw,

Ik vraag u om mee te doen aan een wetenschappelijk onderzoek.
Meedoen is vrijwillig. Om mee te doen is wel uw schriftelijke toestemming nodig. Voordat u beslist of u wilt meedoen aan dit onderzoek, krijgt u uitleg over wat het onderzoek inhoudt.

1. Algemene informatie

Dit onderzoek is een onderdeel van mijn afstudeeronderzoek voor de studie Construction Management and Engineering van de Technische Universiteit Eindhoven. In mijn afstudeeronderzoek wil ik onderzoeken of het stakeholder management proces van herbestemming bij kerken geoptimaliseerd kan worden met de hulp van verschillende stakeholder management tools.

2. Doel van het onderzoek

Het doel van het onderzoek is onderzoeken of stakeholder management tools het herbestemmingsproces van kerken kunnen optimaliseren. Dit wordt gedaan door o.a. interviews met experts uit te voeren waar hun mening gevraagd wordt over het proces van herbestemmen van kerken en verschillende stakeholder management tools.

3. Wat meedoen inhoudt

Tijdens het onderzoek zal het volgende gebeuren. Er wordt een afspraak ingepland met u dat ongeveer een uur zal duren. Deze afspraak zal via Microsoft Teams gedaan worden. Tijdens dit gesprek worden ongeveer 15 vragen gesteld waaronder over uw rol in het herbestemmingsproces, het proces in het algemeen, de stakeholder management tools en of er verbeterpunten zijn.

4. Wat wordt er van u verwacht

Om het onderzoek goed te laten verlopen is het belangrijk om op de vragen zo een compleet mogelijk en gedetailleerd antwoord te kunnen geven.

Het is belangrijk dat u direct contact opneemt met de onderzoeker als u niet meer wilt meedoen aan het onderzoek.

5. Als u niet wilt meedoen of wilt stoppen met het onderzoek

U beslist zelf of u meedoet aan het onderzoek. Deelname is vrijwillig.
Als u wel meedoet, kunt u zich altijd bedenken en toch stoppen, ook tijdens het onderzoek. U hoeft niet te zeggen waarom u stopt. Wel moet u dit direct melden aan de onderzoeker.
De gegevens die tot dat moment zijn verzameld, worden gebruikt voor het onderzoek.

6. Einde van het onderzoek

Uw deelname aan het onderzoek stopt als het einde van de vragen in het interview is bereikt.
Het hele onderzoek is afgelopen als alle deelnemers zijn geïnterviewd, de resultaten van alle interviews geanonimiseerd zijn en geanalyseerd. De uiteindelijke bevindingen uit de interviews worden gerapporteerd in een verslag (afstudeerverslag). Dit afstudeerverslag is publiekelijk beschikbaar via het repository van de TU/e. In dit verslag zijn de gegevens zodanig verwekt en anoniem gemaakt dat de uiteindelijke resultaten niet meer kunnen worden herleid tot de individuelen geïnterviewde.

7. Gebruik en bewaren van uw gegevens

Voor dit onderzoek worden een aantal persoonsgegevens verwerkt en tijdelijk bewaard. Het betreft gegevens zoals uw naam, email adres en eventueel telefoonnummer.
Het verzamelen en gebruiken van uw gegevens is nodig om contact te kunnen leggen om het interview in te plannen. Wij vragen voor het gebruik van uw gegevens uw toestemming.

Vertrouwelijkheid van uw gegevens

Om uw privacy te beschermen worden uw persoonsgegevens en de interviewopnamen niet verder verstrekt. De persoonsgegevens en de interviewopnamen zijn alleen toegankelijk voor de onderzoekers Myrthe Eummelen en QI Han. Uw gegevens worden veilig opgeslagen op de servers van de universiteit. Zodra de gegevens resulterend uit de interviews zijn verwerkt en uw persoonsgegevens niet meer nodig zijn, worden deze verwijderd. In het afstudeerverslag kan niet worden herleid wie wat heeft gezegd omdat de interviews worden getranscribeerd en daarbij wordt informatie die te herleiden tot individuen verwijderd en vervangen door een code.

Bewaartermijn gegevens

Uw persoonsgegevens worden bewaard tot 01-01-2021 en daarna verwijderd. Uw persoonsgegevens worden in ieler geval voor de beëindiging van de studie vernietigd.

Intrekken toestemming

U kunt uw toestemming voor gebruik van uw persoonsgegevens altijd weer intrekken. Dit geldt eveneens voor dit onderzoek. De onderzoeksgegevens die zijn verzameld tot het moment dat u uw toestemming intrekt worden nog wel gebruikt in het onderzoek.

Meer informatie over uw rechten bij verwerking van gegevens

Voor algemene informatie over uw rechten bij verwerking van uw persoonsgegevens kunt u de website van de Autoriteit Persoonsgegevens raadplegen.

8. Heeft u vragen?

Bij vragen kunt u contact opnemen met Myrthe Eummelen.
Alle gegevens vindt u in **bijlage A**: Contactgegevens.

9. Ondertekening toestemmingsformulier

Wanneer u voldoende bedenktijd heeft gehad, wordt u gevraagd te beslissen over deelname aan dit onderzoek. Indien u toestemming geeft, zullen wij u vragen deze op de bijbehorende toestemmingsverklaring schriftelijk te bevestigen. Door uw schriftelijke toestemming geeft u aan dat u de informatie heeft begrepen en instemt met deelname aan het onderzoek.
Het handtekeningenblad wordt door de onderzoeker bewaard. Zowel uzelf als de onderzoeker ontvangen een getekende versie van deze toestemmingsverklaring.

Dank voor uw aandacht.

10. Bijlagen bij deze informatie

A. Contactgegevens
B. Toestemmingsformulier(en)

Bijlage A: contactgegevens

Onderzoeker, eerste aanspreekpunt: Myrthe Eummelen m.k.eummelen@student.tue.nl

Supervisor: Qi Han q.han@tue.nl

Bijlage B: toestemmingsformulier deelnemer

Herbestemmen kerken

- Ik heb de informatiebrief gelezen. Ook kon ik vragen stellen. Mijn vragen zijn voldoende beantwoord. Ik had genoeg tijd om te beslissen of ik meedoe.
- Ik weet dat meedoen vrijwillig is. Ook weet ik dat ik op ieder moment kan beslissen om toch niet mee te doen of te stoppen met het onderzoek. Daarvoor hoef ik geen reden te geven.
- Ik geef toestemming voor het verzamelen en gebruiken van mijn gegevens voor de beantwoording van de onderzoeksvraag in dit onderzoek
- Ik weet dat voor de controle van het onderzoek sommige mensen toegang tot al mijn gegevens kunnen krijgen. Die mensen staan vermeld in deze informatiebrief. Ik geef toestemming voor die inzage door deze personen.

- Ik wil meedoen aan dit onderzoek.

Naam deelnemer:

Handtekening: Datum : __ / __ / __

Ik verklaar dat ik deze deelnemer volledig heb geïnformeerd over het genoemde onderzoek.

Als er tijdens het onderzoek informatie bekend wordt die de toestemming van de deelnemer zou kunnen beïnvloeden, dan breng ik hem/haar daarvan tijdig op de hoogte.

Naam onderzoeker (of diens vertegenwoordiger):

Handtekening: Datum: __ / __ / __

----

* Doorhalen wat niet van toepassing is.

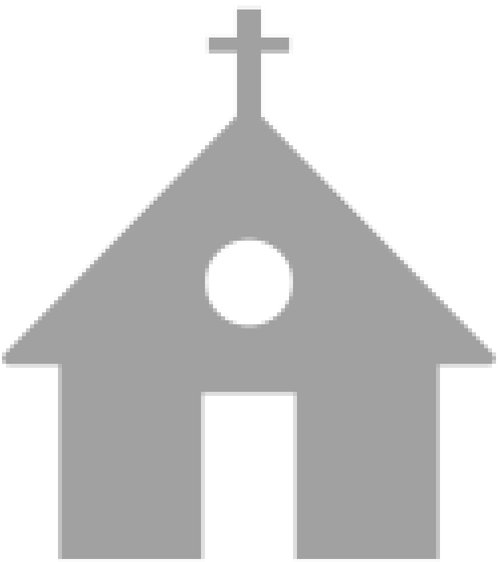
De deelnemer krijgt een volledige informatiebrief mee, samen met een versie van het getekende toestemmingsformulier.

Appendix VI: Booklet

See next pages

Adaptive reuse of churches

A booklet about stakeholder management tools in adaptive reuse projects of churches



Preface

Welcome. This booklet gives you, the reader, some knowledge about the adaptive reuse process of churches concerning stakeholder management tools. This booklet shows the process of these kinds of projects, but it also indicates obstacles and attention points in the process. The process and stakeholders mentioned are generic, and each project may have its specific characters.
This booklet has been made as a part of my master's degree at the Eindhoven University of Technology for the master program of Construction Management and Engineering.

Enjoy reading this booklet.
Myrthe Eummelen

Table of Contents

Introduction

There is more secularization in recent years, and with this, the problem occurs where churches are losing their function, and often a new use for these buildings needs to be found. Placing a new function in an existing building is adaptive reuse.

In 2000 only 40% of the Dutch people were not part of a church religion, while in 2010 already 45% of the people felt this way. In 2018 this even further increased where more than half of the people were not part of a religion practiced in a church (52%) (CBS, n.d.) The expectation is that this number will increase further over the years to come (Lechnert, 1996). Due to this secularization, the number of people that are going to churches will decline, and it will be no longer feasible to keep all the churches in their function, and thus churches are becoming vacant (Gerrits, 2007).

Adaptive reuse of churches is a unique and complex type of project. When working on these projects, it is challenging to find the right information. The booklet can contribute to this.

This booklet explains the process of adaptive reuse projects of churches. The individual steps are explained. Furthermore, in this booklet, obstacles and attention points are mentioned. These aspects need special attention.

Furthermore, the booklet mentions the stakeholders involved in adaptive reuse projects of churches. The stakeholders, municipality and diocese, are discussed separately in the booklet as there is a need for specific focus for these two stakeholders.

Additionally, the booklet gives an overview of the different tools together with when to use them. Also, here questions have been made that can help with finding the right tool.

The last chapter shows the different stakeholder management tools, with their explanation.

This booklet is a guide that will improve the understanding of the process and is therefore informative. In addition, the booklet can also be used when it is not clear how to deal with stakeholders or stakeholders’ problems.

Process

Timeline

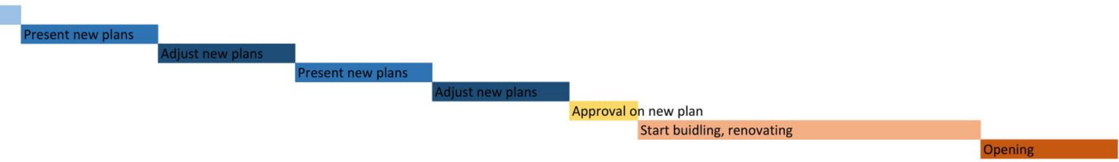
The process of adaptive reuse of churches is specific per project. However, there are aspects in the process of the project which appear in multiple projects. These aspects have a particular order in which they appear in the adaptive reuse process. Combining these aspects of different projects, a general timeline can be made.

each other. They are as following:

- Identifying a problem. This is the first step in the process, and there is an observation that the church as it is now is no longer feasible. During this stage, the church gets deconsecrated, and the project starts.

- Creating a plan. The next step is creating a plan to save the church. Here the first ideas are being made for a new use of the church building. This step also includes already looking at potential renters that can take place in the church and finding someone who wants to be the main actor.

- Subsidy request. This step can already start without finishing the previous phase. Church buildings that are



no longer feasible in the current function often have not been renovated or maintained in the last couple of years. Also, when changing the building’s function, there are new regulations that the building must fulfill. This change costs a lot of money, and thus financing is an essential factor in the project. Often there are subsidies for these projects. It is advantageous to look for grants at an earlier phase in the project. Besides subsidies, other financial aids can be explored in this step.

- First ideas. Simultaneously, when searching for subsidies and other financial aids, the first real plan can be made. In the second step, “create a plan,” ideas were already roughly been made. In this step, these plans are made more concrete. This step includes searching for functions, users, and other aspects like how it will be regulated, who will do the planning and the execution, which parties to involve, et cetera.

- Talks with the municipality. The municipality is an essential stakeholder in these kinds of projects. More about this can be found in chapter 2. The municipality has specific visions for the city and sometimes also a church vision (Kerkenvisie). It is crucial to involve the municipality to see how they look at the project.

- Defining a plan, The ideas that are made in the previous steps need to be further described. Elaborating on these ideas can be done by involving experts to help. This step also includes analyzing the building to see the possibilities and the opinion of the town’s people regarding the new plans. This step also includes finalizing the plans.

- Presenting the new plan. An important step is to present the plan made for the new use of the church building. The plan needs to be presented to the people involved in the project and the municipality and inhabitants.

- Adjusting the new plan. The plan will need to be adjusted based on the feedback. This step can occur a couple of times in the process. In the timeline, this is scheduled twice, but it is highly dependent on the project.

- Approval of the plan. After adjusting the plan, the final plan is made, and this plan needs to be approved by all involved. This step is essential before executing the renovation and building part.

- Executing the plan. The whole design is finished and now needs to be built. And if necessary, be renovated.

- Opening. Once everything is completed, the building can open to the public. This opening can also be organized in phases. A choice can be made to open a part of the building already when finished earlier in the process.

Obstacles

Of course, there are also critical points in which the project could fail or complicate things. These are called obstacles. The most critical points are addressed here, so a good idea is given where the specific focus is needed.

Financing

Adaptive reuse projects of churches are not cheap, and money is needed for these projects. If this money is not regulated well enough, it could be a problem in finalizing the project. There are options to get subsidies or investors. This is not discussed in the booklet, but it is a point that needs enough attention.

Diocese

The diocese is one of the more critical stakeholders as they hold a particular relation to the building. The diocese is very careful with a new function of the church, and thus the possibilities are limited. The diocese works with their precise method, which makes it hard to understand how they work. The diocese also has an opinion about the design or aspects of the new plans for the church. Often there is also a perpetual clause on the church that limits the church's possibilities for new use. The limitations imposed by the diocese must be explored in the beginning parts before a plan is defined and making it clear what the diocese wants and does not want.

Exterior and interior of the church building

The last important obstacle to be mentioned is the exterior and interior of the church building. A church building has a specific architecture where not all functions are suited, which makes it difficult. Also, with specific functions, accessibility is essential, as churches are often located in the center of cities and towns and therefore do not always have parking spaces available. In addition, a church brings a certain feeling with it. This feeling can be positively associated with calm. Some people disagree with the religion related to the church and therefore do not want a different building function. They prefer that the building be demolished.

Attention points

Besides obstacles, there are also some attention points worth mentioning. Attention points are those points where the process is not yet smooth, and some additional time needs to be put into these to improve the process.

Diocese

The diocese is already mentioned in the obstacles, and this is a stakeholder that needs some more focus. The diocese has its own rules, and because they have something to say about the church, it is essential to pay attention to this stakeholder. The attention point here is mostly about the contact there is with the diocese. Most of the time, there are no direct lines to the diocese's people who decide about the church. While not having this direct communication, information can be lost. It is essential to know about this issue.

Involving right stakeholders

It is crucial from the early phase of the project that the project stakeholders are well known. In this way, everyone who needs to be involved is involved in the right way. Stakeholder analysis can help with that and should be done in the very early stage but will also need to be repeated a couple of times during the project.

Documenting

It is essential to document all the choices made and why those have been made. This will help when questions can be asked about why individual decisions have been made.

It is also beneficial if a stakeholder decides to end with the project and another stakeholder joins the project. They can quickly get up to date about the project and why individual choices were made.

Duration project

A project that takes longer than needed is never good. Think about, for example, the costs. With adaptive reuse of churches, it is even more critical as people will lose interest in the project. This loss of interest will especially be the case for local people. A solution for this could be involving the local people later in the project. However, then there is a chance that they indirectly hear about the plan that has already been made, which is also not desirable and could harm the project.

Stakeholders

The stakeholders that are involved in the adaptive reuse process of churches differ per project. However, there is a group of stakeholders that are involved in each project. These stakeholders are the *diocese, parish, owner, municipality, province, dominee, community, church board, parish board, and process manager*.

Two stakeholders are critical: these are the diocese and the municipality.

Diocese

The diocese is a stakeholder that has already been mentioned a couple of times in this booklet. This stakeholder is significant because the plans and development will not continue if the diocese does not agree with the new plan that is made. When this happens, the plan cannot be further developed, and a new design needs to be made. Once the diocese agrees with the plan, this stakeholder is not as important anymore, and then there is a shift in focus to other important stakeholders.

Municipality

The municipality is the other stakeholder that is worth mentioning. The municipality does not always have a significant role in the project. Still, when they have a substantial role in the project, it is critical to influence the project’s outcome. The building’s new function does often not fit in with the zoning plan, so the zoning plan must change with the municipality’s help. Sometimes the municipality can play a role with the finance.

Tools

In this chapter, a few stakeholder management tools are explained that can be used with adaptive reuse projects of churches. The tools’ function is to help manage the stakeholders involved in the project and identify these. First, an overview of the tools is given and when to use them. After that, questions are set up to help find the right tools. Then the tools are described.

Overview tools

In this booklet, seven tools are being described these tools are:

- Stakeholder circle methodology,
  This tool focuses on managing the expectations and perceptions of stakeholders.

- Stakeholder identification,
  This tool identifies the stakeholders on power, legitimacy, and urgency.

- Stakeholder impact index,
  This tool determines the nature and the impact of the influence different stakeholders have.

- Stakeholder power-interest grid,
  This tool is a grid with interest and power and is used to determine which stakeholders play an essential role and why.

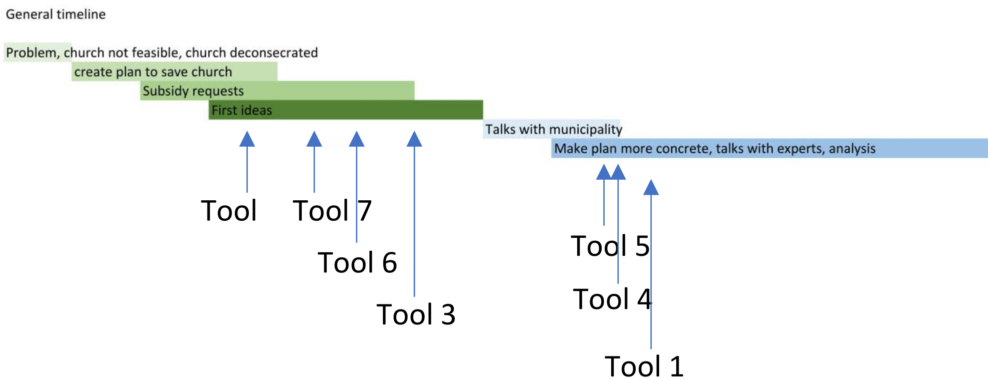
- Project stakeholder potential and attitude cube,
  This tool shows the stakeholder's harm and help potential. It also shows the attitude towards the project.

- Social network analysis,
  This tool focuses on the relationship between different stakeholders in the project

- Stakeholder management web,

The last tool focuses on the relationship between one stakeholder and the other stakeholders. This relationship can be categorized on base of power or interest.

The first time the tools can be used is different per tool. The timeline below shows when the tools can best be used for this first time, this can change per project. Furthermore, for most of the tools, it is useful to use them more than once.



Questions

Below questions are set up to help find the right tool.

1. Do you want to be more transparent and more visible about who the project's stakeholders are and their role?
   -> Use tool 1 for this

2. Are the plans getting more concrete, but is it unclear who the stakeholders are in the project?
   -> Then use tool 2

3. Are the stakeholders already known, but is it unclear who the proponents and opponents are in the project?
   -> Then make use of tool 3

4. Is it unclear what sort of stakeholders there are in the project?
   -> Make use of tool 4

5. Wanting to know if a stakeholder could be harmful to the project and how they look at the project?
   -> Then make use of tool 5

6. Do you want to know the relationship of the different stakeholders?
   -> Tool 6 can be helpful for that

7. Are you interested in knowing what the relationship between a stakeholder and the other stakeholders is?
   -> Then use tool 7

Tool 1: Stakeholder circle methodology

The Stakeholder Circle is a visual tool that helps to manage the expectations and perceptions of stakeholders. This tool is mentioned by Bourne & Walker (2008). This method is based on the principle that a project only exists with the consent of the stakeholders. It provides a way for assessing the relative influence a stakeholder has on the project. It also helps to understand what their expectations and perceptions are. This influence is based on power, legitimacy, and urgency. The Stakeholder Circle exists of a couple of key elements: concentric circle lines; these lines indicate the distance stakeholders have from the project. Second, the size of the block shows the relative area and displays the scale and scope of the influence. Third, the radial depth, which indicates the degree of an impact.

Furthermore, there are different patterns and colors of stakeholders in the Stakeholder Circle, which indicates the project's influence. There is orange, which means an upwards direction. These are stakeholders that are senior managers and are necessary for the ongoing commitment to the project. Green stands for a downwards direction and are members of the project team itself. Purple shows a sideward direction; those are associates of the project manager with the role of collaborators or competitors. Blue illustrates outwards, these stakeholders are not directly involved in the project but are the government, end-users, and the public stakeholders. Then there are light and dark tones and patterns. The dark tones and patterns are internal stakeholders, while the light tones and patterns are external. An example of a stakeholder Circle tool is given on the next page.

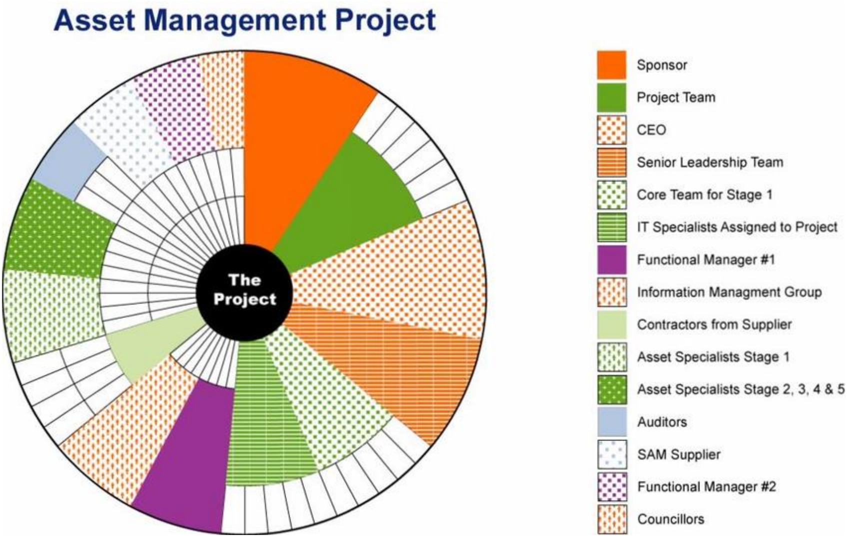


Figure 20, Example of a Stakeholder Circle tool (Bourne & Walker, 2008)

There are five steps in the Stakeholder Circle: first, identify who the stakeholders are; then prioritize the stakeholders; third, make it visual; then engage, and final monitor the stakeholders.

The results of this tool are recommendations for action plans for stakeholder engagement and risk mitigation plans.

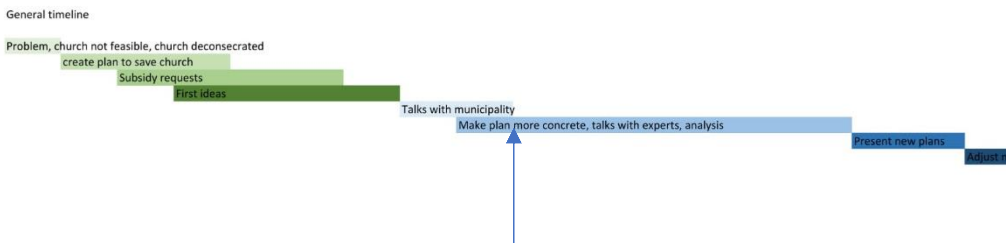
PROS:

- Due to its time intensiveness, it allows looking at the network
- Visual tool

CONS:

- It costs time to make it
- Not open enough process
- There is no room for additional information about the stakeholders

This tool can best be used when known who the stakeholders in the project are and when the plans are getting more concrete. It is also useful to use this tool a couple of times in the project.



First use of tool

Tool 2: Stakeholder identification

Stakeholder identification is the first step in stakeholder management. This step is essential and can be seen as a tool in itself.

Stakeholder identification is developed by Mitchell et al. as cited in Parent & Deephouse (2007). In this framework, stakeholders can be categorized on power, legitimacy, and urgency. They also introduce that if a stakeholder has more attributes than another stakeholder, then the stakeholder is more noticeably and essential. The attribute power shows if a stakeholder can impose their will on the relationship. They can do this with coercive, utilitarian, or normative means. The next attribute, legitimacy, shows how well a stakeholder is seen as appropriate, proper, or desirable. The last feature is urgency, which shows that a stakeholder believes that their claims are critical and time-sensitive. From these attributes, different combinations can be made, and this leads to eight different types. These types show if a stakeholder has power, legitimacy, and urgency. In addition, it shows which stakeholder in comparison with other stakeholders are more noticeable and significant.

The way to categorize the stakeholders on power, legitimacy, and urgency can be done differently. Ryan and Schneider, as cited in Parent & Deephouse (2007), for example, do this with laws, previous research findings, media articles, websites, and books. This method seems like the right call as there is a lot of data available but does not include managers directly, which is essential. They are the ones working with the different stakeholders and know the other stakeholders better. Another way of categorizing is with the help of closed answer- surveys on Likert-scale to collect data. Also, there are some drawbacks; one of them is that a survey is only a snapshot of that moment. In these kinds of surveys, the type of stakeholders is already defined, leading to bias. Furthermore, due to the Likert-scale, the respondents have to rank the different stakeholders to prioritize them. Instead of closed answer surveys, also open-ended surveys can be used. Then more information can be gathered, but fewer people can be asked. Another option is to divide the power, legitimacy, and urgency; this can be done by dividing every category into three different types. If a stakeholder has more different types of power, then that stakeholder is more salient. This is also the same for legitimacy and urgency.

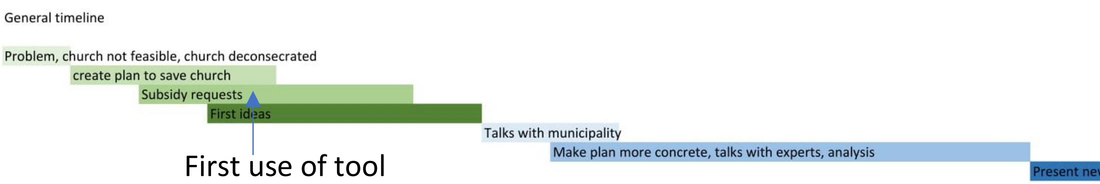
PROS:

- Understanding which stakeholders are involved in the network

CONS:

- It is a tool to support other tools, not a tool on its own

This tool can best be used in the early phase of the project, even before developing a strategy for managing stakeholders.



Tool 3: Stakeholder impact index

The stakeholder impact index's goal is to determine the nature and impact of the different influences stakeholders have. This tool also helps determine their relationship with the project and whether they are opponents or proponents. The stakeholder impact index even analyzes the relative importance of different stakeholders. There is power in a relationship, and this power can lead to means to impose their will on the relationship. The more power a stakeholder has, the more chance there is that their will is being imposed. Not all stakeholders have the same level of power. This change is due to the stakeholder's ability to mobilize social and political forces and pull back resources from the project. The amount of power a stakeholder has is essential for the project manager to know the different impacts stakeholders have on the project.

According to Olander (2007), the stakeholder impact index consists of a stakeholder attribute value, the position value, and the vested interest-impact index.

- Stakeholder attribute value, to calculate this value, the attributes power, legitimacy, and urgency are given a weight between 0 and 1. The sum of these attributes weights as 1.

  Stakeholder attribute value shows the relative strength a stakeholder has concerning the project.
- The position value is numerically assessed based on whether a stakeholder is an opponent or proponent of the project. If a stakeholder is evaluated as an active opposition, it receives a -1; if it is a passive opposition,

then -0.5; if the stakeholder is not committed, then 0, passive support will be 0.5, and active support is 1.

- The vested interest-impact index consists of two parameters, the vested interest level, and the influence impact level. This index shows the level and probability of the stakeholder impact on the project. The vested interest level and impact level are between 5 and 1, where 5 is very high, and 1 is very low. The vested interest impact index can be calculated by $\sqrt{vested\ interest\ level * impact\ level\ \div 25}$

The stakeholder impact index can then be calculated by taking the stakeholder attribute value times the position value and the vested interest-impact index. To calculate the project's whole stakeholder impact index, all the individual stakeholder impact indices need to be added together.
The position value makes the index positive or negative. If the index is negative, then that stakeholder impact can be seen as unfavorable.

PROS:
- Focus on proponents and opponents
- Understanding network

CONS:
- Limited in use

This tool can best be used at the beginning of the process to develop a strategy. It is also useful for this tool when using a couple of times in the process.

Tool 4: Stakeholder power-interest grid

A stakeholder power-interest grid is a matrix with two-axis interest and power, ranging from low to high. This grid is used to determine which stakeholders play an essential role and why they play that role. A stakeholder power-interest grid looks the following:

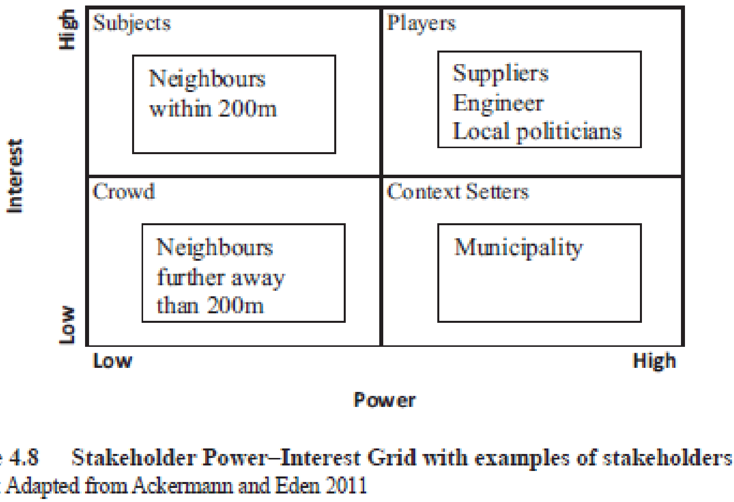


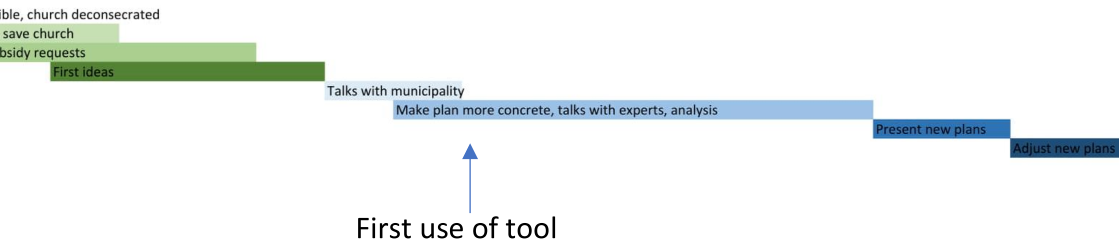
Figure 21, example Stakeholder Power-interest Grid (Eskerod & Jepsen, 2013)

In the power-interest grid, stakeholders can be divided into four categories: subjects, players, crowd, and context setters. The crowd group has both low interest and power and is not vital for the project. It is not necessary to spend resources on this group. The context setters also have low interest but do have high power. This group is influential, and their requirements must be considered. The subjects have high interest and low power; their needs and wishes should be taken into account. Furthermore, the players have high power and high interest, and this group should be monitored closely. (Eskerod & Jepsen, 2013)

PROS:
- Visual tool

CONS:
- No time factor

Tool 5 can best be used in a later phase of the project when the stakeholders that are involved in the project are identified.



Tool 5: Project stakeholder potential and attitude cube

This tool is a 3D tool, where the axis shows if a stakeholder is helpful, harmful, and the stakeholder's attitude. To make the project stakeholder potential and attitude cube first, a project stakeholder potential graph is made to see if a stakeholder is helpful or harmful. On the x-axis, the harm potential is shown, and on the y-axis, the help potential. This graph gives a good overview of the different stakeholders belonging to the graph and each other. An example of such a graph can be seen below.

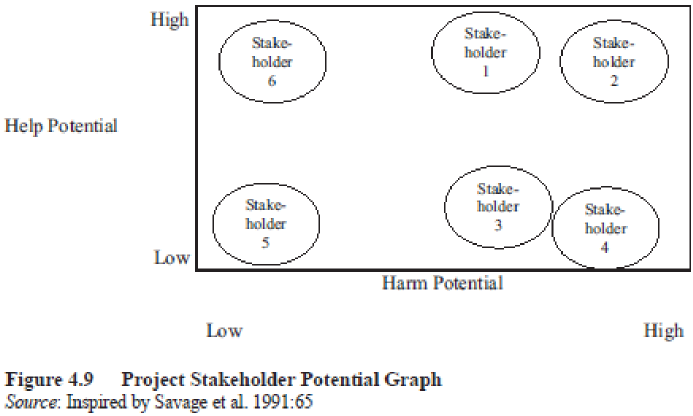


Figure 22, example Project Stakeholder Potential Graph (Eskerod & Jepsen, 2013)

Besides the harm and help potential, it is better to add a third axis: attitude towards a specific issue. A stakeholder with a positive attitude will probably help the project and is not harmful, while a stakeholder with a negative attitude could harm the project. This combined leads to the project stakeholder potential and attitude cube, shown below. (Eskerod & Jepsen, 2013)

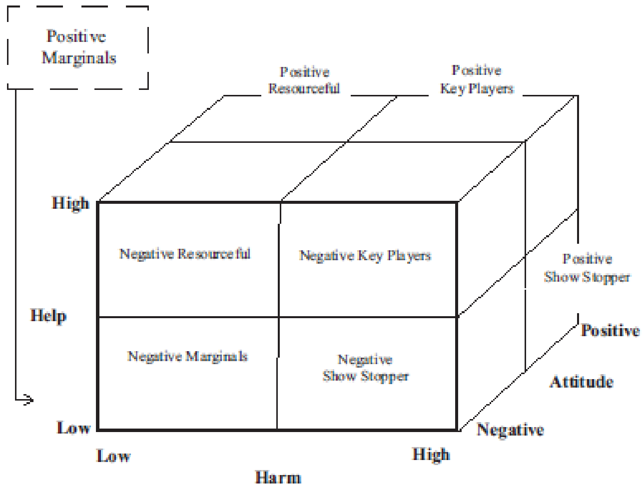


Figure 4.10 Project Stakeholder Potential and Attitude Cube

Figure 23, example Project Stakeholder potential and Attitude cube (Eskerod & Jepsen, 2013)

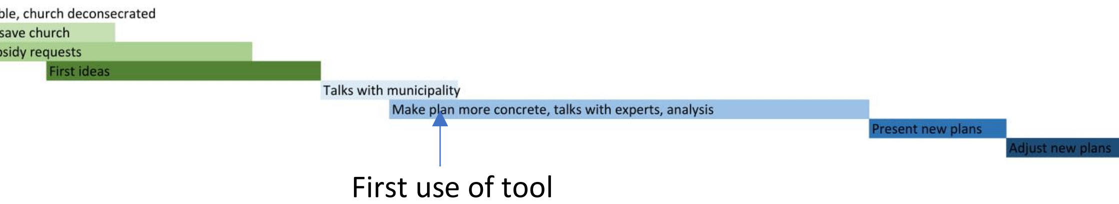
PROS:

- 3D tool
- Visual tool

CONS:

- 3D tool
- No time factor

This tool can best be used later in the process, like the fifth tool, when the involved stakeholders have already been identified.



ble, church deconsecrated
save church
osidy requests
First ideas
Talks with municipality
Make plan more concrete, talks with experts, analysis
Present new plans
Adjust new plans
First use of tool

Tool 6: Social network analysis

Social network analysis is a way of describing stakeholders' relationships. The first step is to identify the stakeholders and then prioritize the stakeholders' influence based on the expertise. The question is then asked to nominate the stakeholder who influenced or changed activities in the process, 1 is to some extent and 2 to a considerable extent. A map of the influence network is made to estimate the stakeholder's influence; the status centrality is used. The out-status centrality shows to which extent a stakeholder affects other stakeholders. The higher this status, the more critical the stakeholder is (Yang, Shen, Ho, Drew, & Xue, 2011).

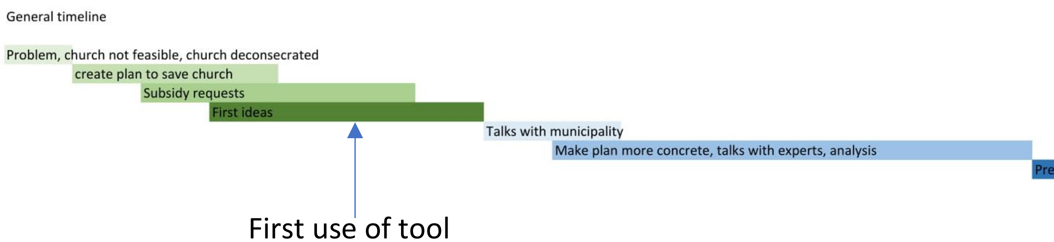
PROS:

- Describes mutual relations

CONS:

- Definition of expertise

This tool can best be used at an early phase in the process, and it is best to use this tool a couple of times.



Tool 7: Stakeholder management web

The stakeholder management web is an easy-to-use tool. For each critical stakeholder, a stakeholder management web is made. The focus stakeholder is placed in the center, and around this focal point, related entities and persons are drawn. The relationship between the stakeholders can be categorized into two groups: the base of power and the base of interest. The base of power reflects the possibility if that relationship is helpful or harmful. At the same time, the interest base reflects the stakeholders' requirements and wishes in the middle and how they are connected to other organizations' wishes and requirements. An example of such a stakeholder management web can be seen below (Eskerod & Jepsen, 2013).

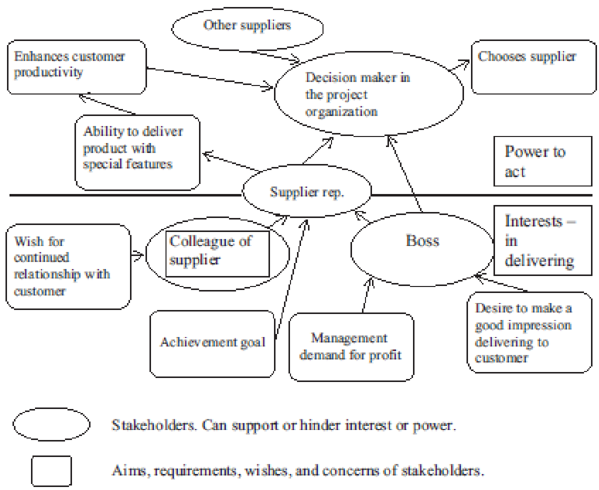


Figure 4.4 Stakeholder Management Web example
Source: Inspired by Ackermann and Eden 2011

Figure 24, example Stakeholder Management web (Eskerod & Jepsen, 2013)

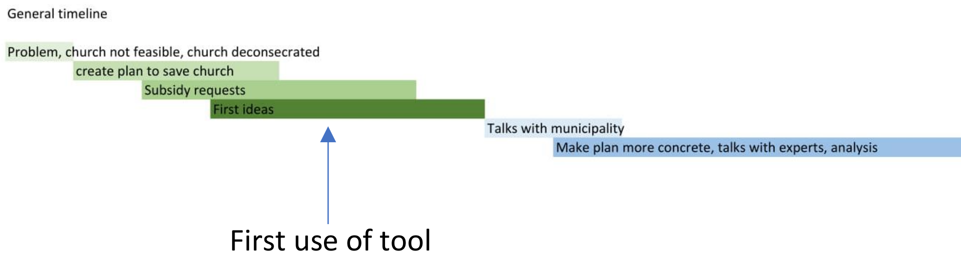
PROS:

- Relations in network
- Looking at the whole network

CONS:

- none

This last tool works best when used in the early phase of the project to understand the network's stakeholders.



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Church Icon by Bernd Lakenbrink from the Noun Project

Appendix VII: Interviews round 1

Due to sensitive information this chapter is excluded in this file.

Appendix VIII: Interviews round 2

Due to sensitive information this chapter is excluded in this file.