Berlin's e-participation strategy: „Zukunftsmusik"?
(Still up in the air?)

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ABSTRACT

The concept of smart cities has risen to a lot of attention in the last years. It has challenged big cities worldwide to stay competitive in their digital development and what they can offer to their citizens. The case study takes a closer look at the social aspect of smart cities, namely citizen engagement, e-participation strategies, and belonging past literature. It is the study's purpose to illustrate how citizens can be enabled to participate in city development and how e-participation strategies are used to involve citizens into decision making in Berlin. Additionally, it shall display where Berlin encounters itself in the social smart city framework. Using qualitative research methods, the case of Berlin's e-participation is investigated on the basis of both, an expert interview and the critical review of senate documents. The findings show that Berlin has a clear vision of their e-participation strategy. Its government is highly transparent, but lacks implementation of e-empowerment and the plan to get there. The case study concludes with a future outlook for Berlin's e-participation.

Keywords

Social Smart City, Citizen Engagement, E-participation, Berlin Smart City

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1. INTRODUCTION

1.1 Relevance

In 2016, the majority of the world's population lives in cities. Urbanization rates have been rising constantly during the last decades and are projected to continue to do so in the future (UN, 2014). This population growth in urban areas brings new social and economic problems with it that ask for smart solutions to exhausted infrastructures and resources. As cities get bigger, municipalities' challenges do too: they have to adapt to the world that is getting technologized in every aspect of a smart city, from urban planning to the every-day life of a normal person (Clarke, 2013). A smart city integrates "infrastructures and technology-mediated services, social learning for strengthening human infrastructure, and governance for institutional improvement and citizen engagement" (Nam & Pardo, 2011). However, there has been no agreement to a common definition in literature, yet, but what the concept comprises is explained in various articles. The concept of a smart city delivers solution ideas to the big cities' problems of the world, combining information and communication technologies of the digital era we live in. (Belissent, 2010).

This article will have a closer look on the social part of smart cities, meaning how citizens are engaged, in this digitalized century in form of a case study. Specifically, how municipalities use today's e-participation strategies to involve citizens into their decision making by means of Berlin as an example. The investigation is highly relevant because it highlights the difficulty of effectively involving people into political decision making and analyzes how contemporary information and communication technologies will make this more feasible. It shall show how municipalities use citizen's intelligence and their digitalized mindset to make change in their city happen. Social media engagement of people is rising constantly (Duggan, Ellison, Lampe, Lenhart, & Madden, 2015) and people reportedly use social networking sites to engage in political and public concerns (de Zúñiga, Jung, & Valenzuela, 2012). It will be investigated how successful Berlin is at using these digital advantages to create a connection between executive municipality branches and citizen's skills and intelligence. Furthermore, it is shown how far Berlin's municipalities include citizens into their decision making and if their strategies can achieve participatory governance. Berlin is a close by location which is established as one of Europe's smart cities; therefore, it represents an interesting opportunity to see how smart city initiatives can bring municipalities and citizens closer together. Even though, the advances in smart city technologies are outstanding, the concept of smart cities is still lacking sophisticated models to close the communication breach between city management and citizens (Roche, Nabian, Kloeckl, & Ratti, 2012). Moreover, current citizen initiatives are widely underrated by municipalities and could change more when being appreciated as a powerful and changing element in the smart city model (Hollands R. , 2015).

The aim of this research is to show how citizens are involved in making their city a smart city and how participatory governance can be achieved via digital initiatives in Berlin. It needs to be clarified that participatory governance means that citizens are actively working together with the government to find solutions for public problems (Reddel & Woolcock, 2004) and citizen engagement is limited to more indirect sharing of ideas towards the governance (Aulich, 2009). Therefore, it is highly relevant to research what digital strategies are used in smart cities to include citizens in city management, how these have worked in the past and what exactly is planned for the future. This study will try to answer the question: How do Berlin's municipalities use digital strategies to involve citizens into their decision making?

2. LITERATURE REVIEW

2.1 Social smart city

In order to understand the importance of the social part of the smart city, one first needs to understand what a smart city is, according to existing literature and what elements it includes. Even though there is not one common definition, there are elements that repeatedly show up in various articles and have also been mentioned previously. These include technology, governance, environment, networks, innovation, infrastructure, geographical area and citizens (Dameri, 2013; Hollands R., 2008). One of the more sophisticated definitions puts these aspects together and suggests that a city can be called smart if "investments in human and social capital and traditional (transport) and modern (ICT) communication infrastructure fuel sustainable economic growth and a high quality of life, with a wise management of natural resources, through participatory governance" (Caragliu, Del Bo, & Nijkamp, 2009).
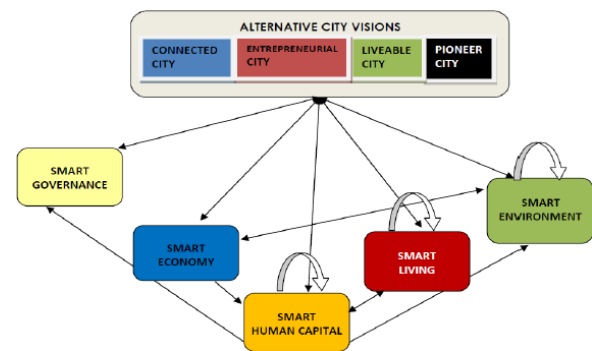

Fig. 1 Smart City Guidance Model

Figure 1 shows the ambitious and sound model of interaction between all different smart city actors (Lombardi, 2011). It shall act as a guideline for smart city strategists, but momentarily compared with the majority of literature, reality is lacking the human component. Searching for a smart city definition, it becomes clear, that the majority of studies in that field focuses on the advances in technology that make a city intelligent. These often show that the public sector primarily takes technological initiative as first priority to make their city smarter. Meaning, that municipalities work with the private sector and buy their innovations, leaving out the social aspect to begin with. Citizen initiatives and ideas are therefore mostly of secondary concern to them (Neirotti, De Marco, Cagliano, & Mangano, 2014). However, there are studies that critically investigate the smart city model and point out the missing emphasis on the social part of smart cities (Roche, Nabian, Kloeckl, & Ratti, 2012). The social part of the smart city comprises citizen engagement and initiatives that make use of citizen's intelligence to improve the smart city model. Oliveira and Campolargo (2015) introduce the 'Human smart city' and state that the actual urban intelligence does not derive from the technology, but the people living in the city who contribute to the smart governance. However, the technology that makes urban planning smart is also fundamental in order to engage citizens into the smart city concept via digital platforms. Due to increased use of social media, people's wish to participate in city management becomes way more present to municipalities on a daily basis (Oliveira & Campolargo, 2015). Despite all the effort to put emphasis on this missing piece of the smart city, there has also been criticism regarding the feasibility of giving the power back to the people. It has been stated that the critique of missing citizen participation in smart cities has no basis when there is no feasible strategy to include citizens into decision making. Further, that the idea of using citizens to develop a more

complete smart city system has to have an implementation strategy and citizens willing to participate (Krivý, 2016). This critique leads to the next key concept: e-participation, because these strategies, said to be missing, is exactly what is being investigated.

2.2 E-participation strategies

This section will explain e-participation and give an insight into different digital strategies to initiate it, by reviewing past literature. E-participation brings together the technological and the social aspect of the smart city. It fosters "civic engagement and open, participatory governance through Information and Communication Technologies (ICTs)" (United Nations Department of Economic and Social Affairs, 2016). E-participation is a governmental instrument that should strengthen the collaboration between government and citizens and promote the importance of individual citizens' participation in governance." (Islam, 2008; United Nations Department of Economic and Social Affairs, 2016). Many cities tried to trigger e-participation in different ways and through different platforms. But, in order for e-participation to work effectively, it has to be accepted from both, individual citizens and the government. It has to generate new knowledge or information and must be incorporated by politicians to become an intelligent concept. Its success always depends on whether valuable knowledge is transferred through it, weather its implementers believe in its efficiency and whether it is accepted as an allegeable mechanism by its prospective users. Only when these three prerequisites are fulfilled, e-participation is an allegeable governance mechanism (Große, 2013). Furthermore, e-participation needs to be seen as a facilitative mechanism in addition to feasible ones, rather than a "one-fits-all" citizen enabling technique. It has to be used in combination with non-digital engagement methods of the government and human interaction to be successful (Freeman & Quirke, 2013).

There are different approaches to implement e-participation. One of them proposes seven steps to successfully implement e-participation: policy and capacity building, planning and goal setting, program and content development and process and tools are the first four stages. They deal with preparing for the specific strategy or platform to go public by determining who is involved with its implementation and what digital technologies and channels will be used for that. The next step, promotion, should attract the market for which the strategy is made. The final steps are the actual implementation and post-implementation analysis from which strategic implementers may go back to every one of the previous steps to improve the strategy (Islam, 2008). These seven steps give guidance to city development strategists.

	e-enabling	e-engaging	e-empowering
government initiatives	web information sharing strategy	digital consultation strategy	crowdsourcing strategy
citizen initiatives	digital e-literacy and digital access strategy	e-petitioning strategy	change movement support strategy
network initiatives	open data strategy	open knowledge consultation strategy	open innovation strategy (co-create)

Figure 2 Social Smart City Framework

In addition to this, the social smart city framework by Effing and Groot (2016) represents a theoretical benchmarking instrument that shows how far citizens are digitally involved in making the city smart (See Figure 2). The framework looks at a city's stage of e-participation from two different dimensions and proposes an adequate digital strategy for enhancing citizen participation according to it. The first dimension is the stage of e-participation the smart city encounters itself in: e-enabling, e-engaging or e-empowering. The second dimension is the type of leadership initiating the city's e-participation strategy that is either government initiatives, citizen initiatives or network initiatives. (Effing & Groot, 2016). Regardless the implementation of an e-participation strategy, policy makers and city development strategists first have to find a way to create a digital strategy to include citizens into participatory activities. As the setting and the population of each city is unique, one possible, contemporary e-participation enabler is online crowdsourcing that shall generate ideas through citizens.

2.2.1 Crowdsourcing

The concept of crowdsourcing in combination with smart cities has been picked up by a multitude of articles. When talking about e-participation, it is relevant to mention crowdsourcing, because it is one of the most common methods to gather innovative ideas in the digital world we live in. It will be highly interesting to see how the concept is used in smart cities today. Schenk and Guittard (2009) define three main actors of crowdsourcing: the people forming the crowd, the party benefitting from the crowd's input, and the linking platform between crowd and benefitting party, the crowdsourcing enabler. As to all methods, there are up- and downsides to the use of crowdsourcing in order to generate innovative ideas. Schuurman et.al say that the "wisdom of the crowds" can be more valuable than an expert opinion, as long as the crowd is as diverse as possible. Their investigation found that crowd-generated ideas were most of the times more user-beneficial than expert generated ideas, but in general less innovative than expert reviewed ideas. It results, that purely generating ideas from the crowd will not do the trick of creating a participatory strategy. This means there is still another missing component in order to generate sound, feasible and innovative ideas that also comply with the benefiting party of the crowdsourcing. As for smart cities this downside can have positive aspects for city planning. Even though, pure crowdsourcing generates ideas that are opposing incumbent city strategy, it might benefit policy makers in getting a better insight into what citizens want (Schuurman, Baccarne, De Marez, & Mechant, 2012).

2.2.1.1 Examples

There are different examples from different cities on what a crowdsourcing enabler can look like and how the crowdsourcing method can be executed. At first, it will be given an insight into a study by Mechant et.al (2012) that shows two different projects with different strategies to enable crowd's participation in smart city development. The projects are called GreenWeCan and SMARTiP and they both operate in two steps: idea generation, followed by idea-evaluation. They are supposed to generate ideas for smart city engagement applications in two slightly different ways. The first crowdsourcing project: GreenWeCan, gathered ideas in the idea-generation stage by having potential end-users, meaning citizens, brainstorm for ideas, simultaneously with software-developers and experts on the matter. The project's second stage also involves both of these groups who evaluate the generated ideas. The potential end-users do these in form of a survey while the project experts discuss the generated ideas. The statistical outcome then judges the value of an application idea. The second project they investigated: SMARTiP, worked similar but used a crowdsourcing enabling platform to gather ideas from potential end-users and project experts. Later on, these ideas were evaluated by potential end-users on the same page they were generated on. The study describes methods that can result in a citizen

approved application or platform to include them into city management and city development decision making (Mechant, Stevens, Evens, & Verdegam, 2012). A more sophisticated smart-city crowdsourcing model, addresses the issues that need to be considered when making such a model. This study proposed CrowdSC, a crowdsourcing concept, which asks citizens to contribute to city development by taking photos of certain locations. In order to collect valuable material timely and not be dependent on a certain number of people participating in order to find an appropriate result, they propose three strategies. The first: Buffer strategy, waits for a certain amount of photos before spreading them publicly and letting citizens decide which one represents the scene best. Meanwhile the second: deadline strategy sets a certain point in time till which citizens can submit their material and the third: FIFO strategy gives up every photo directly after submission for the public to see and evaluate (Benouaret, Valliyur-Ramalingam, & Charoy, 2013).

This insight into crowdsourcing methods shows that the ideas generated can be of most value when combined with expert opinions. Furthermore, it shows that such a model has to be carefully planned and it has to be cared for possible obstacles. In the following, it will be elaborated on strategies, which represent the next step after generating a platform idea to involve citizens into various projects.

2.2.2 Digital platforms

Digital participation platforms to engage citizens into municipal decision making can be in the form of a government website or a municipality social network page. In literature, there is little evidence of working portals or platforms that equally invite government and citizens to share their ideas. However, there are methods who have been tested. An aforementioned paper proposes a connecting platform called MyNeighborhood that both, policy makers and citizens can enter and through which frequent communication shall be secured. Their key idea is that citizens co-create ideas according to their own wishes, interests and needs on a platform where government strategists can easily implement digital measures and participatory technologies. This platform is presented in a gamified way to encourage citizens to participate (Oliveira & Campolargo, 2015).

The participation platform can also be a social network. A platform like this reaches people in their everyday lives. Social networks have the ability to engage people who normally would not seek a separate platform to engage themselves politically or lack the time to do so. It combines all kinds of interests an individual has. Even though political engagement might not be their prior concern, these people need to have the opportunity to share their ideas as part of them being a citizen. There have been several cases that show how social media has been used by local governments to connect with citizens and encourage citizen participation. Their results show, that social networks are a handy and feasible way for local governments to constantly supply information for their citizens (Perlman, 2012). Moreover, literature supports that people who use social networks for news, are actually more willing to participate politically online (de Zúñiga, Jung, & Valenzuela, 2012). These findings show that social networks can make a difference in engaging citizens in municipal decisions. Points of critique are, that the government's social pages do not encourage participative activity from the citizens themselves. These pages do give citizens the opportunity to comment on municipal posts, but so far could not break the barrier to become a participatory instrument (Perlman, 2012) (Mossberger, Wu, & Crawford, 2013). This critique has been expressed towards all kinds of government platform, for that they most of the times channel their communication towards the citizens, but do not encourage it towards them (Scott, 2006). Whatever proposed

engagement concept one looks at, in literature about them it becomes clear that there is an urge for municipalities and networks to give people an active participatory instrument to engage into municipal decisions.

2.2.3 Citizen Participation Apps

Citizen engagement apps for mobile devices are the next step to make every inhabitant of a city participate no matter where they are. Desouza and Bhagwatwar (2012) introduce three different types of citizen apps: "User-feeds", which are run and provided with features by citizens, although may be given the interface by the government. The second is "Government Data" which relies completely on open data from the government and is only used by citizens to get a hold of information. The last one is "Hybrid" and is used as a participatory instrument. It starts as an information source made by the government but increases in value, the more citizens contribute to the information and represents a network (Desouza & Bhagwatwar, 2012). An example for a hybrid app is a crowd sensing campaign in form of a mobile application called ParticipAct. It senses what people are doing, where they go and what routes they take. In addition, it lets people share their location with photos for faster information sharing. Policy makers can use the gathered data to adjust their city development according to it (Cardone, Cirri, Corradi, & Foschini, 2014). So it becomes evident in literature, that participation apps of the future will serve an even higher purpose than letting people engage with municipal decision. But will use their usage habits and locations tracked in order to create a strategy adapted to the sensed data.

3. METHODOLOGY

This study is divided into two parts. The first part of the study is a systematic literature review. The review is conducted with the five-stage grounded-theory method of Wolfswinkel, Furtmueller and Wilderom (2011). Scope-wise, the review covers literature about the social part of smart cities and what digital initiatives have been taken to involve people into decision making in the past ten years, from 2006 to 2016. The review excludes initiatives for participatory governance that were made without considering the smart city concept. Specific search terms included citizen engagement, citizen participation and e-participation in smart cities, the social smart city, the social aspect of smart city, people in smart cities, participatory governance in smart cities, citizen initiatives in smart cities and civic participation in smart cities. The literature was searched for in the database Google Scholar and selected according to previously mentioned criteria over the span of three weeks. Afterwards, the literature was scanned for overlapping concepts and articles that investigated the exact same case were sorted out. Articles with overlapping concepts and similar insights were grouped according to them. The aforementioned procedure resulted in 30 articles that were reviewed and put into the sub-categories Social Smart City and E-participation Strategies, which was further put into the sub-categories Crowdsourcing, Digital Platforms and Citizen Participation Apps.

The second part of the case study is about Berlin's use of digital strategies to involve citizens into their decision making. Based on this theoretical investigation a case study is conducted. This form of empirical research fits best to answer the research question, because a 'how' question demands more explanation of operational links rather than solely summing up of data (Yin, 2009). According to Yin (2009): "A case study is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident." The contemporary phenomenon here is that municipalities of smart cities try to engage citizens via digital initiatives in the context of a digitalized world, where everything is going smart (Clarke,

2013). This will be investigated with an exploratory single-case study, which means that there will only be one source of evidence location – and time-wise. The research being exploratory means that the phenomenon will be explored out of interest but leaves room for further research (Zainal, 2007). This kind of qualitative research has the downside of lacking a tested and specific procedure to follow and therefore, may result in biased outcomes. Moreover, it does not explain causal relationships, which other kinds of research are created to do. However, case study research can provide important evidence to complement experimental research and even though it doesn't provide generalizations to populations, it does provide them to theoretical prepositions (Yin, 2009). The information in this case study will be withdrawn through both, an interview with Silke Robel, the smart city coordinator of the chamber of industry and commerce Berlin and in-depth analysis of Berlin's smart city strategy documents and their government webpages regarding the matter. Ms. Robel is an appropriate interviewee for this matter, as she represents a gateway between Berlin's department of city development and the Smart City Network. Due to her position, she possesses all required knowledge on the topic. The interview questions asked and the way the found data is analyzed, resulted from the systematic literature review in the beginning and is parted into three sections: Berlin as a smart city and what role citizens play in their concept, e-participation strategy, and e-participation implementation. The strategic document, namely the Smart City Strategy of Berlin, the governments Open Data webpage, the senate's webpage and belonging pages were analyzed along three aspects that have already been picked upon in the literature review: the first is the human aspect of Berlin as a smart city and what part citizens take in it. The second aspect are the e-participation strategies that are mentioned, it is looked for the specific methods that are used or are planned to be used in order to involve citizens digitally into municipality decisions. The third aspect used to analyze the given information is the implementation of e-participation strategies, looking at the initiators of these strategies and in how far the citizens of Berlin are enabled to use them.

The two parts of systematic literature review and case study will be combined into one result that displays how Berlin uses digital initiatives to achieve participatory governance. It will show how well the municipality is integrating their citizen's skills and intelligence digitally to become a smarter city. In the end, the combined findings will be applied to the theoretical framework of Effing and Groot (Effing & Groot, 2016). This will illustrate how far Berlin's citizens are digitally involved in making the city smart and what stage of the enabling people's progress the city can be encountered in.

4. RESULTS
4.1 Smart City Berlin
According to Berlin's Smart City Strategy (Senate Department for Urban Development and the Environment , 2015), they can only be smart if the following three most important aspects are fulfilled:
1. "The city links up various sources of information,
2. achieves a significant increase in efficiency and a conversation of resources through integrated approaches and,
3. in doing so, involves citizens and investors in the shaping of the city to make it attractive, viable for the future, resilient and dedicated to the common good, thus increasing the quality of life" (Senate Department for Urban Development and the Environment , 2015)

The strategy is a proposal of actions that Berlin needs to take in order to become a smart city in their own eyes. It includes all aspects that appear in the smart city conceptualization: environment, safety, innovation, network, infrastructure and social participation. In addition, they emphasize the goal of making Berlin more competitive as a capital region internationally and market Berlin's innovativeness. The actions proposed, revolve around digitalizing the way Berlin's government and public administration works. However, an implementation plan or schedule is lacking. When asked about the most important aspects of the Smart City Berlin, the interviewee Ms. Robel explained the Smart City Berlin Network. This network has 100 members, comprising innovative companies and research institutes in Berlin and already developed a lot of creative ideas for applications in order to make the city smarter. She says, however, that these applications have only been applied abroad so far and that Berlin has not implemented their own ideas yet, because the city's senate is too constrained to just apply a strategy in order to test it (Robel, 2016). As for the social aspect of the smart city, the smart city strategy Berlin supports the idea of earlier mentioned literature: the citizens of Berlin are the most important component to make the strategy work. It argues that, for digital strategies and applications to be successful, citizens of Berlin have to approve of them. In order to achieve that, marketing has to convince them of the strategies' usefulness, for which they want to communicate with citizens via social media platforms. The strategy proposes ways to enable e-participation, which will be elaborated on in the next section. However, an implementation plan was lacking.

4.2 E-participation Strategy
The most elaborated e-participation strategy in Berlin is Open Data. The webpage enables citizens who are interested in Berlin's city development and decisions about all senate solutions, official documents and dates regarding all components of the capital (BerlinOnline Stadtportal GmbH & Co.KG, 2016). However for empowering element, Berlin's smart city e-participation strategy "Mein Berlin" (My Berlin) is presented in the Smart City Strategy Berlin as Berlin's main participatory instrument for the future (Senate Department for Urban Development and the Environment , 2015). Further, Berlin's Smart City Strategy suggests that their open data policy, guided towards transparency and open decision making, will encourage citizen participation in the future (Senate Department for Urban Development and the Environment, 2015). Nonetheless, the same chapter of the strategy states that, no matter how evolved these platforms might be, it is important that they do not replace democratic decision making. As an agenda for 2016, a unifying platform of contact is planned to facilitate administrative services and "create a unified point of contact for citizens and business" (Senate Department for Urban Development and the Environment , 2015). This represents a digital strategy for citizens to involve themselves with the government, but is still missing the participatory element.

One of the innovations that resulted from companies working on smart governmental solutions is called the "DIALOG BOX". It was found during the analysis of Berlin's governmental webpages. The innovation proposes an ideal way for communication between citizens and government. It is a software that was developed for the sole purpose of citizen participation. Nonetheless, there is no evidence for a connection to Berlin's smart city strategy, neither a sign of collaboration (polidia GmbH, 2015). This suggests, which is also confirmed by Ms. Robel, that the progress of implementation of these strategies is going quite slowly and that there is still an implementation schedule missing. Though, she emphasizes that the Smart City Berlin Network is regularly discussing strategies and proposals to make participatory action reality. This means that in their annual meetings, they consider the Smart City Berlin Strategy as a basis of their actions and come up with ideas to implement e-participation, based on the senate's strategy.

4.2.1 Example of "Mein Berlin"

The beta version of this participatory platform and was launched in 2015. It proposes an alpha version with the following concept: The website presents different contemporary projects the city Berlin is dealing with at the moment. The citizen visiting the website can switch between those projects according to interest. Each project has a different strategy of execution. However, all of them are quite similar to one another. It will be explained by the means of one example, namely participatory budgeting. As initiation of the project, sufficient information about the procedure will be provided on the platform for citizens to know how their information is processed. The second stage is idea collection on the page, where every citizen can brainstorm and communicate their thoughts on how public budget should be divided. This stage also enables citizens to comment on and discuss other people's ideas. The citizens are not timely restricted to propose ideas. As their ideas might as well be considered in following years, the process of handing in and discussing citizen's ideas is ongoing. Nevertheless, in the last stage, municipalities gather the most realizable proposals and discuss them. If a citizen's idea is accepted, the decision will be published on the "Mein Berlin" website. The same concept is applied to all projects available on said website. Only in case of a building decision on public grounds, in which citizens purely have to state whether or not they support the project, the second stage differs. In such case, affected citizens just hand in a declaration on the website, stating support or refusal of the project (Mein Berlin, 2016). The reality of this website's beta version however, is that it still redirects visitors to the city's senate's web site. That website also allows people to hand in their decisions towards public matters online. Nonetheless, the discussion platform proposed in the beta version of "Mein Berlin" is missing and the complexity of the senate's page does not have an inviting interface for citizen's to be willing to share their opinion.

4.3 E-Participation Implementation

To our knowledge, the only informative digital platform that is contemporarily implemented is Berlin's Open Data page, giving interested citizens access to administrative documents. But, this platform does not provide a participatory element for visitors to comment and give their opinion. The beta version of "Mein Berlin" is the closest Berlin gets to an empowering e-participation strategy at this moment. According to Ms. Robel, the chamber of Industry and Commerce Berlin and other network partners expressed critique towards the lacking implementation schedule. Her department themselves published a brochure stating that participatory instruments need to be implemented (IHK Berlin, 2016). She further explains that the Smart City Berlin Network also proposes solutions for participatory action. However, in order to implement a strategy, the final decision lies with the senate department of urban development and environment. During a brief phone call with the smart city strategist of said department, it was expressed that any kind of such a strategy in practice would be "Zukunftsmusik" (Still up in the air) in Berlin and that there will be no implementation regarding that matter soon. This respondent also made very clear, that there is nothing to talk about regarding that matter. According to Ms. Robel, the important missing piece in this endeavor right now, is an implementation plan with exact steps to take in the future, published by the senate and their strategists.

Summarizing these results, Berlin has an elaborate vision of how Berlin's governance and city development needs to look like in the future. Nevertheless, they still miss the part of actually making these ideas happen. They have however, a beta version of a participatory platform that has been thoroughly thought through,

an open data platform to show the city's transparency and a network that works with their ideas and uses them to propose applicable strategies.

4.4 Analysis

In order to make the case of Berlin comparable to others, the results are applied to theory that was discussed before. It will be applied to the social smart city framework of Effing and Groot (2016). As became evident before, Berlin's smart city initiative are either led by the government or the Smart City Berlin Network. Moreover, Berlin has no active e-participation strategy working right now, which empowers citizens to participate. Therefore, it can be categorized as e-enabling. Results show that they are transparent and provide citizens with information through municipal webpages. Therefore, Berlin can be placed in the first quadrant (See Figure 2), having an e-enabling approach initiated by the government. However, the importance of Berlin's Smart City Network is not to be overshadowed. Additionally, the Open Data platform also plays an important role in Berlin's Smart City Strategy. Hence, the third quadrant is equally as applicable. The city's e-participation level, being enabling, stays the same, but a lot of the encouraged strategies were initiated by their Smart City Network. Analyzing Berlin's Smart City Strategy, it becomes evident that Berlin is very ambitious to move to the quadrant of an open innovation strategy and co-create governmental input with their network, including the government and citizens. They want to reach e-empowerment of citizens, but still have to develop a plan to reach these ambitions.

5. DISCUSSION

This case study's objective was it to demonstrate how Berlin uses digital strategies to involve citizens into their decision making. At the start of this investigation, the background knowledge was that there is a current Smart City Strategy launched in Berlin. This resulted in the question how digital instruments are used in this strategy. The case study took a different direction when Berlin's lack of digital implementation came to notice. Looking back at literature, there is an explanation to be found, as to why Berlin encounters itself in that state. Literature supposes that an e-participation strategy can only be intelligent or successful when the government implementing it believes in its effectiveness and when it is presented to an audience willing to receive the information and to participate (Große, 2013). Applying this to Berlin, it appears that an active citizen empowering e-participation strategy is missing, because of an inhibited senate of Berlin, who, according to the interviewee do not approve of a "learning by doing" approach. This inhibition towards implementing the strategy, logically inhibits the strategy from being successful. Concerning the citizens, there is no information to be provided here, as this study is limited to governmental platforms and spares citizens' reactions or motivation in length. Another limitation of the study is the rate of respondents to the investigation, limited to one. Otherwise, only a confidential phone call with a smart city strategist of the senate and multiple forwarding calls to the supposedly right department. On the other hand, strengths of the study include an in-depth picture of what Berlin is and is not doing in the field of e-participation, regardless of their widely published Smart City strategy. Picking up on what they are actually doing at the moment, it is a promising start to a sound and empowering e-participation strategy. It is a big advantage to be innovative and generate a lot of ideas with a network. Nonetheless, at one point in time, these ideas have to be actually feasible applications or platforms for the Smart City Network and their partners, which they are not at the moment. The senate's smart city strategist said active e-empowering of citizens in Berlin to still be up in the air and the results agree with that. There are innovations and there are websites that can be used to actively engage

citizens in Berlin. But for them to make a difference, the implementing force, which is the senate department for urban development and environment, has to have the courage to implement these strategies and see how they work in action. Only then, their value can be approved. The Smart City Strategy Berlin also proposes to market their digital strategies to the crowds and inform them broadly about everything in order to get them to agree that these are good ideas. However, as long as they have no applied strategy, nor an active empowering participatory instrument, this marketing is a pretty front shown to the public. It does not reflect reality. Therefore the implementation of these strategies is best built from the inside out. They first need to be implemented, tested, approved and then marketed towards the citizens.

In general, Berlin's case is not a new phenomenon and it is very probable that it is not the only city that can be found in this state of e-participation. The case can be compared to theory, where a lot of new articles consider the citizen the key element to make the smart city work. Literature emphasizes the importance of the human component and so does Berlin. Nonetheless, most of the times literature on the topic shows future scenarios and theories to apply in smart cities. There have been reported experiments in smart communities and cities, which Berlin could take as an example. For example, crowdsourcing as investigated by Oliveira and Campolargo (2015) can be a start for Berlin to take action towards e-empowerment. Berlin is missing implementation of their e-participation strategy, but likewise is literature lacking smart participation models applied to real cities. This study made an effort to go in that direction, so the topic of participatory governance in smart cities can be elaborated.

6. CONCLUSION

This study shows that Berlin has a clear vision of their e-participation strategy, but lacks an implementation plan. Berlin's municipalities do not yet actively use digital strategies to involve citizens into their decision making. They are in an enabling stage of e-participation and their strategy is initiated by the government and the Smart City Network Berlin. Nonetheless, Berlin's smart city network is very ambitious to reach a higher stage of e-participation, to empower citizens to collaborate with the network. The Smart City Network Berlin, which combines both the municipalities and innovative companies creating digital ideas, works with the ideas of the Smart City Strategy of Berlin. As a lot of projects could already be created through this network, we can learn from Berlin that it is valuable to the creation of ideas to have a large and diverse network. Furthermore, the well-structured and elaborate strategy of Berlin's senate regarding the future smart city is a steady basis for all actions that will be taken under the umbrella of this concept. It represents a good example for municipalities in other cities who want to become smart and do not yet have a strategy that includes all relevant elements.

The next steps for the Smart City Berlin in order to move to an e-empowering stage for their citizens, are creating an implementation procedure and to put a digital platform into action that enables citizens to participate. In order to create an implementation plan, it would be most appropriate that the senate of Berlin and their smart city network work together on it. Next steps can also include, that Berlin already uses the knowledge of their citizens to find an appropriate implementation procedure by using crowdsourcing techniques. In the future Berlin needs to make true, what their strategy claims and treat their citizens as the most important element of the smart city.

7. FURTHER RESEARCH

Literature, regarding the social aspect of smart cities is theoretical and futuristic. This makes the present research highly relevant, but also leaves room for further research. It will be interesting to investigate the other side of the e-participation which are the citizens itself. For example, research how motivated and interested they would be to use these strategies on a regular basis and combine political interest with internet usage behavior. This could even expand to a contribution in literature, by developing a framework that indicates what effort governments need to make to reach a higher participation rate. An idea for research that would follow this step in the future is to test in different cities what e-participation strategy, be it a municipal webpage, participatory apps or social networks is the most efficient one in gathering ideas from citizens. There it would also be very interesting to see, how that collides with the standard of education in the investigated city. Fact is, that there is a lot more to investigate when it comes to e-participation in smart cities and how citizens can be made a bigger part of smart city development.

As far as Berlin is concerned, further research on this case needs to follow the next steps the senate will take in order to implement the e-participation strategy. Also, it needs to be looked upon how the different actors in the Smart City Berlin concept are included in that procedure, what role the network and citizens will play. A more elaborate investigation can look at the people in charge of the implementation and find out what inhibits their call to action.

8. APPENDIX

8.1 Original Planned Interview Questions

These are the interview questions I originally planned to ask. However, my case study took a turn in a different direction and I had to adjust during the interview in order to gain some valuable information.

Introductory questions
1. What are your daily work responsibilities?
2. Does your department have a strategy to involve citizens into your planning and decision making? What does that strategy look like?

Smart city
3. What comes to mind when you hear smart city?
4. Can you tell me about Berlin's Smart city strategy?
5. What are the most important aspects it is built upon?
6. How are the citizens involved in the smart city program?

E-participation technologies

7. How well would you say, are citizens engaged into the city's decision making?
8. What technologies are there, that enable citizens to share their opinion? How do they work?
9. What technologies are there, that engage citizens into decision making?
10. What technologies are there, to work together with citizens to solve problems and make decisions?
11. Are there collaborations between citizen groups and policy makers?
12. Can you elaborate on the digital strategies used to engage citizens into municipality decisions? What internet platforms or mobile apps are used?
13. How many stages does a message surpass from the citizen to the municipality employee in the technologies used?
14. Is there a way for the citizens to judge their experience with these mechanisms?
15. Is there ongoing communication between city management and citizen?
16. How was this problem handled in the past and how did past strategies work out?
17. How do the current strategies work? How successful have they been?
18. What are future plans for the communication between municipalities and citizen?

E-participation implementation
19. Who takes the lead in making these citizen engagement strategies?
20. Who takes the lead in implementing them?
21. Are citizen led initiatives active right now? Which ones? How do they succeed?
22. Is there an active network initiative that enables citizen engagement by collaboration between policy makers and citizen? If so, how does it work and who is responsible for them?

Closing the interview
23. What do you think will be the future of these strategies?
24. Thanking contestant for their time
25. Asking if they would be interested in study results

8.2 Interview Silke Robel 10.06.2016
Was ist denn genau Ihr Aufgabenbereich?

Ich bin wissenschaftliche Mitarbeiterin im Bereich Infrastruktur und Stadtentwicklung der Industrie-und Handelskammer Berlin und bin zuständig für Stellungnahmen zur Planung und Stadtentwicklung und für die Koordination des Themas Smart city der IHK Berlin.

Ok, und was sind Ihre täglichen Aufgaben?

Ich schau mir einen Babauungsplan an, des Landes Berlin und überlege was für die Wirtschaft dort von Interesse ist und ob alle Wirtschaftsbelange berücksichtigt sind und gebe dann eine Stellungnahme an die Senatsverwaltung und den Berliner... die Berliner Bezirke ab.

Ok, was ist kommt Ihnen denn so in den Sinn, wenn ich sage Smart City Berlin? Was sind so die wichtigsten Aspekte?

Das wichtigste ist, dass wir schon viele sehr kreative Unternehmen haben, die sich tolle Lösungen ausdenken und die auch schon weltweit angewendet werden. Es hat, zum Beispiel ein Berliner Unternehmen eine digitale Lernsoftware entwickelt, die an Schulen in Uruguay verwendet wird und es gibt ein anderes Unternehmen, das hat eine App entwickelt, mit der man Hautveränderungen beobachten kann, das wird in den USA angewendet. Nur auf dem Berliner Markt kommt diese neuen Dinge oft sehr wenig zur Anwendung und das liegt daran dass in Berlin oftmals, ja Hemnisse existieren um solche Dinge einfach mal auszuprobieren.

Ok.

Das Land Berlin hat ja auch letztes Jahr eine Smart City Strategie beschlossen. Der Berliner Senat und darin steht welche Felder für Berlin wichtig sind. Das ist erstmal sehr gut, es fehlte aber immer noch dort weitere Umsetzungsschritte festzulegen. Das hatte der Senat versprochen, da nochmal einen Umsetzungsfahrplan zu erstellen. Das ist bis heute nicht passiert und da sind wir als Wirtschaft sind wir der Meinung, das sollte noch geschehen.

Ok, was haben Sie denn für einen Einfluss, oder Ihre Abteilung darauf, dass da nochmal Umsetzung passiert oder da mehr gemacht wird?

Na wir haben grade eine Broschüre veröffentlicht und einen Internetauftritt mit Handlungsvorschlägen für ein smartes Berlin, wo wir, ja, für alle Bereiche, also alle Branchen aufzeigen, was in Berlin gemacht werden könnte, damit da die Unternehmen mehr smarte Lösungen entwickeln können und da haben wir auch Vorschläge an Politik und Verwaltung, ähm, gerichtet wie das Thema in Berlin auch gut organisiert sein könnte. Joa und das haben wir mit einer Pressekonferenz veröffentlicht und diese Vorschläge senden wir im Moment an alle Politiker und Verwaltungsspitzen in Berlin.

Ok, ehm, zu meinem Fokus der Studie, wie sind Bürger in dieses Smart City Konzept involviert? Oder, wie Sie sagen, da fehlt noch viel an Umsetzung, wie ist es denn geplant?

Ehm, das waren jetzt zwei Fragen, Ich nehme erstmal die mit den Bürgern. Aus unseren Kenntnissen, wir sind aber ja die IHK Berlin und jetzt nicht die Stadtverwaltung, ist es so, dass die Bürger in diese Smart City Strategie des Landes Berlin eher weniger eingebunden waren. Also der Erarbeitung wurden Interviews mit Fachleuten geführt und das wurde, es war mal ein größerer Beteiligungsprozess geplant, der wurde aber nicht durchgeführt. Das ist etwas, was wir auch sehr kritisch sehen, weil wir auch denken, dass dieses Thema auch mit einem größeren Partizipationsverfahren für Bürger und aber auch eine, ja, Fachleute der Stadt durchgeführt werden sollte. Wir selber haben für unsere Handlungsvorschläge unsere Mitgliedsunternehmen beteiligt. Wir haben eine kleine Arbeitsgruppe gegründet und gesammelt, was denken denn die

Unternehmen, was Berlin dringend tun müsste für, ja um als Smart City weiter zu kommen und wir haben das IHK Kompetenz-team Mittelstand, das sind Unternehmen die sich sehr für mittlere Unternehmen einsetzen, die Berlin ja sehr viel hat und die auch nochmal in dieser Broschüre auch sehr deutlich mit formuliert haben ein Statement, was Berlin braucht, um smarter zu werden. Soals wir haben für Handlungsvorschläge ein Partizipationsverfahren gemacht sozusagen, und die Unternehmen gefragt, was sie denn denken. **Ok.** So würden wir es uns auch von der Verwaltung wünschen, dass sie auch die Bürger fragt, ehm, wie smart Berlin denn sein soll oder wie smart Berlin werden kann.

Ja, wie zugänglich sind diese Dokumente?

Hm, wir haben eine Internetseite, die nach den Handlungsfeldern der Broschüre aufgebaut ist, das ist ihk-berlin.de/smartcity, da finden Sie alle unsere Handlungsvorschläge drin und diese Broschüre zum Download. Vom Land Berlin gibt es diese Internetseite bei Berlin Partner: Smart-city-berlin.de und dort finden Sie Informationen zu der Smart-City Strategie des Landes Berlin und zum Netzwerk Smart-City, das es da auch noch gibt.

Ok, ehm, gut, da ich ja eigentlich erforschen will wie gut Bürger mit einbezogen sind, ist das natürlich alles noch, würden Sie sagen, dass sich das in weiter Zukunft abspielt, oder?

Ja, also im Moment sind die Bürger in das Smart-City Thema in Berlin nicht miteinbezogen.

Ok, ehm gut.

Um mal auf das Netzwerk zurück zu kommen, weil das vielleicht auch interessant ist. Ehm Es gibt das Netzwerk Smart-City Berlin, das ist ein Zusammenschluss von Forschung, Wissenschaft und Wirtschaft. Das sind inzwischen so 100 Mitglieder, Unternehmen, Forscher, und ja aber keine Bürger und die haben sich erst so eine Karte erarbeitet, wie sie denken wie Berlin smart wird und bewerben sich auch in, ja in, kleinen Konsortien für ganz konkrete Pilotprojekte bei Fördertöpfen der Europäischen Union. Also, das ist das, was man auch sagen kann, was ja praktisch in Berlin läuft und letztendlich sind Unternehmen ja irgendwo Bürger, sozusagen.

Ja, das stimmt.

Genau, also da gibt es schon eine Organisationsform und ehm und ein ja auch engen Austausch mit der Verwaltung über dieses Smart-City Netzwerk.

Ok, also das ist auch so unter dem Namen Smart-City Netzwerk, wird das auch so behandelt?

Genau.

Ok.

Die tagen auch regelmäßig, die haben Arbeitsgruppen zu verschiedenen Themen und ehm treffen sich einmal im Jahr im gesamten Netzwerk und haben halt, ja quasi, Geschäftsstelle Berlin-Partner. Das ist die Berliner Wirtschaftsfördergesellschaft.

Ok, ehm, gut das beantwortet direkt noch eine Frage von mir. Ehm, gut, eine Sekunde.

Ja, kein Problem.

Ehm, aus diesem Netzwerk sind auch schon, ehm Strategien, sozusagen also auch Sachen, die aktiv sind entstanden, von dieser Smart-City Strategie?

Mmh, Sagen wir mal so, also die Smart-City Strategie muss man ein bisschen vom Netzwerk erstmal trennen. Also, das Netzwerk gabs vorher. Die haben praktisch schon zusammen gearbeitet und haben sich selber eine Karta veröffentlicht. Das findet man auch

so unter Karta? Glaube ich im Internet. Und dann, also das ist ja auch was anderes als das Land Berlin und das Land Berlin, die Senatsverwaltung hat dann eine Smart-City Strategie für Berlin formuliert und die ist es jetzt aber widerum son bisschen Richtschnur für das Netzwerk und das Netzwerk arbeitet in Arbeitsgruppen um diese Smart-City Strategie mit Projekten zu konkretisieren. Also, das Netzwerk ist wirklich ein Netzwerk, da geht es um Vernetzungen, um gemeinsame Dinge anzuschieben und man hat sich letztes Jahr auf den ersten Call der EU mit einem Pilotprojekt beteiligt, wurde aber nicht ausgewählt. Und ich denke mal, dass da ohne dass ich das jetzt konkret weiß, dass da auch eine weitere Bewerbung in Vorbereitung sein könnte, wenn die EU wieder Fördermittel ausschüttet für Smart-City Projekte, dass man sich da nochmal gemeinsam bewirbt. Also, gemeinsam bewirbt halt Unternehmen wie Siemens zusammen mit Frauenhofer, Bosch und ehm weiteren größeren Unternehmen oder Forschungsinstituten, TU Berlin ist mit dabei.

Ok, ehm, gibt es für solche Vorschläge, ehm, gibt es da öffentliche Dinge die man sich da angucken kann oder ist das eher so, wenn es abgelehnt wird, kann man sich das auch nicht, sag ich mal, angucken wenn es jetzt so einen handfesten Vorschlag, sag ich mal gibt.

Ehm, nee also die Bewerbungen werden nicht öffentlich gemacht, also die Konsortien halten ihre Bewerbungen unter sich, sozusagen, und es wurde jetzt auch im Nachhinein dann nichts mitgeteilt der Stadtgesellschaft mit was man sich beworben hatte.

Ok, ehm, könnten Sie mir ein Beispiel von sonem Vorschlag sagen?

Nee, weil den wissen wir ja nicht, wie ich grad gesagt hab, [lacht] wenn der nicht öffentlich gemacht wird, dann kennen wir ihn ja auch nicht.

Dann kennen Sie den auch nicht. Ok, ich dachte vielleicht.

Die sind dann wirklich unter Verschluss. Dass nicht mal andere Partner aus dem Netzwerk, ehm, wussten was da beantragt wurde.

Ok, ehm, gut, hätte ja vielleicht sein können, dass sie irgendwas wissen [lacht], aber gut, ehm nochmal ganz kurz zum Verständnis, wenn so ein Vorschlag angenommen wird, wer ist dafür verantwortlich? Die Stadt Berlin oder das Land Berlin? Wie war das nochmal?

Mmh, Ich weiß nicht wer der Lead-Partner war. Also es gibt ja in diesen EU-Anträgen mal praktisch einen Lead-partner, einen der sagt, hier ich hab den Hut auf, ehm, das kann eine Verwaltung sein, das können aber auch Forschungsinstitute sein. Ehm, meines Erachtens, ich weiß auch nicht, wie bei dem Call jetzt die Bedingungen gestrickt waren. Also, das müssten Sie vielleicht nochmal recherchieren, die sind ja sozusagen, ja allgemein gültig, diese EU calls und ehm ich weiß nur, dass man, ehm inzwischen noch zwei Partnerstädte gesucht hat, mit denen man sich zusammen beworben hat. Also, das war Bedingung, dass sich mehre Städte zusammen bewerben und, aber wer da jetzt wie welche Rolle gespielt hat, das kann ich Ihnen nicht sagen. Also, da müssten Sie vielleicht einfach nochmal auf Berlin-Partner zugehen im Interview oder die Verwaltung selber.

Ja, bei dem Berlin-Partner hatte ich schon mal angerufen. Da antwortet mir aber leider keiner.

Ja, da müssen Sie ein bisschen dran bleiben. Versuchen Sie den Herrn Möller zu erreichen.

Wie war das?

Herr Möller. Das ist der Netzwerk-Manager, genau.

Herr Möller, den hatte ich schon ganz oft versucht anzurufen [lacht] aber leider noch keinen Erfolg gehabt. Gab es bis jetzt Kommunikation zwischen diesem Netzwerk und, ich sag mal zum Beispiel Ihnen, ehm dass diese Leute die da beteiligt sich auch melden können wie sie diesen ganzen Prozess finden? Dass sie beurteilen können, wie sie dieses ganze Verfahren oder dass ihre Vorschläge angenommen werden, wie sie das verbessern würden. Darüber reden Sie (in Ihrer Abteilung) auch, oder nicht?

Also, die IHK Berlin, das ist ja die Industrie-und Handelskammer. Wir sind ehm, vordringlich zuständig für die Aus-und Weiterbildung und wir nehmen Prüfungen ab, der Ausbildung und wir haben noch verschiedene, ich sag jetzt mal, politische Bereiche, wo wir uns in der Stadt einbringen, wie ehm Arbeit oder Wirtschaft besser organisiert werden kann oder was für die Unternehmen gut ist und ein Thema ist Smart-City dabei. Unsere Kernaufgaben als Industrie-und Handelskammer, ich weiß nicht ob sie sich mit den Kammern schon mal auseinander gesetzt haben, erfüllt ja eigentlich andere Zwecke. Von daher, sind wir da in dieser Stadt nicht die Federführer. Das ist tatsächlich Berlin-Partner, was das Netzwerk betrifft und die Verweisung und die Unternehmen die es tatsächlich machen. Wir zeigen halt ab und zu mal auf, wo wir denken, dass es besser gehen könnte sozusagen und wir sind ein Partner im Netzwerk, also wir sind auch einer von diesen 100 ehm Mitgliedern in diesem Netzwerk. Wir waren am Anfang mal in soner kleinen Stauungsgruppe, ehm da hat sich die Struktur aber jetzt ein bisschen geändert vom Netzwerk, so das heißt wir sind ja niemand an den sich gewandt wird um zu beurteilen oder Vorschläge einzubringen. Das sind wir ja als Stelle einfach nicht. Sondern, also wenn die Unternehmen oder die Mitglieder im netzwerk das Gefühl haben, wir möchten gerne anders arbeiten im Netzwerk, müssen die sich erstmal selber unter einander verständigen und diskutieren wie sie es gerne haben möchten und dann mit Berlin-Partner diskutieren und sagen, gut wir möchten das Netzwerk gerne so und so ausgerichtet haben.

Ok, ehm, gut, ich denke, die Essenz daraus habe ich jetzt schon. Aber noch eine Frage, wie denken Sie, dass es in der Zukunft aussieht oder mit der Smart-City und der Zusammenarbeit mit normalen Leuten, Bürgern von Berlin?

Das kann ich nicht ich nicht beurteilen, weil ich ja nicht Verwaltung bin, aber die Verwaltung müsste erstmal weiter jetzt mit ihrer Berlin Strategie gehen und diesen Umsetzungsfahrplan anstoßen und darin natürlich auch sich überlegen, wie gehe ich denn mit, oder wie binde ich die Bürger und die Stadtgesellschaft mit ein. Also, da muss die Verwaltung ne Idee für entwickeln und ein Konzept und das fehlt in Berlin einfach noch und solange das nicht ist und die Verwaltung ja auch nicht weiter geht, wird da ja in Berlin auch nichts passieren. Wir jetzt als Industrie-und Handelskammer binden, oder gehen weiter auf unsere Mitglieder zu und unterstützen sie ihre smarten Lösungen zu entwickeln im Kleinen, sozusagen, und wenn wir jetzt Handlungsvorschläge an die Politik richten, dann fragen wir unsere Unternehmen natürlich auch: Was denkt ihr, was man machen müsste ehm ja.

Ok, gut, ehm, ja ich danke Ihnen vielmals für Ihre Zeit. Wir sind schneller als gedacht. Ja ich würde sagen, das war es. Ich habe ehm, ja, meine Studie ist wie gesagt über die Beteiligung von Bürgern, vor allem über digitale Strategien. Wenn Sie die Ergebnisse dieser Studie haben wollen, wären Sie interessiert oder nicht?

Ja, würde ich sehr gerne haben. Und ich würde Sie bitten, falls Sie mich direkt zitieren, dass Sie mir das vorher nochmal schicken dann.

Alles klar, werde ich tun. Ich werde auf jeden fall dieses Interview, ehm so komplett in meinen Anhang, von meiner Studie stecken. Das muss ich so machen, aber Sie muss ich nur noch fragen, also kann ich Ihren Namen erwähnen oder soll ich das lassen?

Das können Sie gerne machen, aber bevor Sie es abgeben, schicken Sie es mir doch kurz. Dann kann ich nochmal gucken ob ehm, vielleicht Misverständnisse drin sind oder ähnliches.

Alles klar, werde ich tun. Vielen Dank für Ihre Zeit!

Ja danke auch, viel erfolg.

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