

Master-thesis

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'TOURISTS ARE TAKING OVER'

RESEARCH ON THE TRAVEL MOTIVATIONS OF INTERNATIONAL VISITORS AND THE TOURISM MANAGEMENT TACTIC 'SPREADING'

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**Radboud
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Foreword

Dear reader,

In front of you, you see my master thesis about the motivations of international visitors to Amsterdam to visit areas located outside Amsterdam's city centre. The research area for this thesis is the Metropolitan Region Amsterdam (MRA). Within this region, the main data was obtained at the Zaanse Schans, which is part of the MRA.

This master thesis is the final piece to be handed in before finishing my master's in Human Geography, with a specialisation in Cultural Geography and Tourism. This will also bring an end to my time as a student and my time at the Radboud University, where I have studied for four years. This piece of work can be seen as something I have prepared myself for in the last four years by learning a lot more about the areas of geography, spatial planning and environment in my bachelor, and more specifically about the link between geography, culture and tourism in my master. In these four years I have learned a lot about doing proper scientific research and academic writing. I also feel I have further developed myself in a positive way as I learned to be a student in a previously unknown city where I started my adventure at the Radboud University all by myself. I have worked on this thesis with pleasure, but I also came across some difficulties along the way.

However, looking at the final product I am very pleased with the result. I would not be able to present you with the final product that you have in front of you without the help of a few people, who I would like to thank in particular. First of all, I want to thank my parents and my brother who have always supported me with my decisions and during my years of studying in Nijmegen. Thank you for keeping my head high at certain moments, when I was not able to believe in myself. Secondly, I would like to thank my internship company Bureau BUITEN, and my supervisor here, Lieke van der Westen for providing me with an interesting learning environment where I could combine my own research with gaining practical experience. Thirdly, I would like to thank all my respondents for the time and effort they have put in answering my questionnaire and my interviewees for their time to have a conversation with me. Without them, I would not have been able to write my thesis. And last of all, I would like to thank my thesis supervisor from the university, Rianne van Melik, for helping me during the process I have gone through to write this final piece of work.

I hope you enjoy reading my thesis!

Daphne van der Veer

Nijmegen, January 2019

Executive summary

Tourism, as an important form of human activity, has seen its changes. Where back in the days travelling was seen as a luxury, nowadays it is often self-evident. Statistics show that the worldwide tourism industry is growing, as more people than ever are travelling to, mainly urban, touristic destinations all over the world. This growth will continue, and does not come with only positive effects. More and more cities (e.g. Barcelona and Venice) are experiencing negativities to a greater extent as top sites become overcrowded, with the consequence of the urban environment and society having to suffer. Because of this, the need for managing the rise in tourism is acknowledged and different initiatives emerged to create a balanced living and working environment.

One of the cities that is managing the incoming tourism flows, is Amsterdam. As a growing amount of tourists are visiting the canals, the Rijksmuseum and other highlights, the city center becomes overcrowded and tourists seem to take over. Therefore, management has come in to play and the Metropolitan Region of Amsterdam (MRA) has implemented tourism policy, to promote tourism outside Amsterdam's mainstream areas. They do this with the help of the regional promotion campaign 'Visit Amsterdam, See Holland'. The idea behind this promotion is to spread international visitors more evenly in space by attracting them to the region after they have visited Amsterdam's highlights, in order to lower the pressure on the city center. However, this management strategy is not the only one used in the Netherlands. Therefore, this research, first of all, aims at investigating the Dutch tourism management framework, including an in-depth overview of used tourism management strategies at the national, regional and local level. The stakeholders may or may not form a network to make the management as efficient and effective as possible. Second of all, as the implemented spreading tactic, amongst other management attempts executed, can influence ones motivation to travel, this research investigates the motivations of international visitors to visit the Zaanse Schans. This historic windmill village and significant tourist attraction, located outside Amsterdam's city center, but within the MRA, has been chosen as the case study of this research. As literature states that personal factors, such as demographic characteristics, can influence ones motivation as well, these factors have also been included.

This research has been executed with the help of the following research question: *What motivates international visitors to visit a location outside Amsterdam's city centre and to what extent is this motivation influenced by personal factors and policy?*

Both qualitative and quantitative methods are used to carry out the research and obtain the necessary data. First of all, empirical data on the tourism networks and tourism management in the Netherlands is obtained with the help of document analysis and three interviews with representatives of the MRA, Amsterdam Marketing and the Municipality of Amsterdam. This resulted in a detailed overview of the cooperation between different parties, and the strategies used by these parties to manage the growing number of tourists visiting the Netherlands. In addition to this, 101 international visitors of the Zaanse Schans are questioned to research their travel motivations, in the form of a questionnaire. This resulted in a clear statistical overview on what has motivated the international visitors to visit the Zaanse Schans, and which factors have been of influence on this.

Eventually, this empirical work results in the main conclusion, that both the NTBC Holland Marketing, the MRA and the municipality of Amsterdam are together trying to manage the Dutch tourism flows by forming a network and designing policy at different scale levels. Such as the

HollandCity strategy of the NBTC, aiming at enticing visitors to go to lesser-known places in the country to decrease crowds in tourist hotspots in the Netherlands. Or, the Balanced City strategy of the Municipality of Amsterdam, focusing on lowering the pressure locally by, amongst other things, spreading the visitors in the region. However, when looking at the different strategies of the multiple stakeholders, this research found that they are only to a certain extent aligned. Where the MRA regionally and the municipality of Amsterdam locally are mainly focusing on spreading the visitors and do not want to attract visitors, on a national level the NBTC is still trying to attract visitors, besides spreading them. This difference in viewpoints can be, because the MRA and municipality are not in direct contact with the NBTC. Therefore, a better alignment of the policy and its strategies will be beneficial.

Second of all, this research shows that, despite the existence of the multiple tourism management strategies, international visitors are not driven by the policy. The international visitors are unaware of the policy, and mainly found out about the Zaanse Schans by travel guides and word of mouth. This means their motivation to travel to the windmill village has not been influenced by the management strategies. Rather, it turned out that their desire to learn new things and the uniqueness, distinctiveness, historical character and architecture of the Zaanse Schans are the main motivations. With regards to the tested influence of other (personal) factors, it is found that the pre-visit destination image does influence the motivations, as the respondents attach value to multiple dimensions of it (e.g. the reputation). Lastly, a difference in motivation has been found between people with a different age, marital status and/or country of origin, which means personal factors do influence motivations.

As the tourism industry will continue to grow and there is still a challenge in creating a balanced urban touristic environment, for now this story does not come to an end. Rather, this research can be seen as a further step into many more researches to come, with regards to the topic of tourism management in overcrowded tourist destinations.

Key words: Amsterdam, Metropolitan Region Amsterdam, tourism, tourism networks, tourism management, tourism motivation, overcrowding, overtourism

Table of contents

1	Introduction.....	1
1.1	Scientific relevance.....	3
1.2	Social relevance.....	3
1.3	Research objective	4
1.4	Research questions.....	5
2	Theoretical debate on tourism.....	6
2.1	Scientific background	6
2.1.1	Urban tourism	6
2.1.2	Overcrowding	8
2.1.3	Common pool resources	9
2.2	Motivations to travel.....	11
2.2.1	The tourist motivation.....	11
2.2.2	Tourism typologies	15
2.3	Collaboration in networks in order to manage the tourism flows.....	17
2.3.1	Tourism management	17
2.3.2	Managing the visitors	19
2.3.3	Tourism networks.....	21
2.4	Conceptual model	23
3	Methodology	25
3.1	Research area	25
3.1.1	Metropolitan Region Amsterdam (MRA)	25
3.1.2	The case: Zaanse Schans.....	26
3.2	Data collection.....	28
3.2.1	Triangulation	28
3.2.2	Survey research	29
3.3	Data analysis.....	31
3.4	Conclusion	32
4	Tourism networks and tourism management in the Netherlands.....	33
4.1	Growing tourism industry.....	33
4.2	Tourism networks.....	34
4.3	Tourism management framework: attracting visitors	37
4.4	Tourism management framework: spreading visitors	39
4.4.1	National level: HollandCity	39
4.4.2	Regional level: Visit Amsterdam, See Holland.....	40
4.4.4	Local level: Stad in Balans.....	43

4.5 Other tourism management tactics	44
4.6 The tourism network and tourism management in short.....	46
5 Tourists' motivations to visit the Zaanse Schans	49
5.1 Characteristics of the respondents	49
5.1.1 Country of origin.....	50
5.1.2 Repeat visitors and visiting the highlights.....	50
5.1.3 Location of accommodation.....	51
5.2 Creating new variables out of factors	52
5.3 What motivated the respondents?	54
5.3.1 Mean scores of the factors.....	54
5.4 The influence of demographic characteristics on motivation.....	55
5.4.1 Summary of the influence of demographics on motivation	59
5.5 The influence of the destination image dimensions on motivation	60
5.5.1 Correlations	61
5.5.2 Summary of the influence of destination image on motivation	63
5.6 The influence of the spreading policy on motivation.....	63
5.6.1 Being informed about the Zaanse Schans	64
5.6.2 Being informed about the spreading policy	65
5.6.3 Summary of the influence of the spreading policy on motivation.....	66
5.7 Tourists' motivations in short.....	66
6 Conclusion and discussion.....	67
6.1 Answering the research questions	68
6.2 Reflection and recommendations for praxis	72
6.3 Reflection on the limitations and recommendations for further research.....	74
6.3.1 Limits of this research	74
6.3.2 Moving forward: recommendations for further research	75
7 References.....	77
APPENDICES.....	88
APPENDIX I – Interview questions.....	89
APPENDIX II – Questionnaire.....	91
APPENDIX III – Questionnaire card.....	97

List of abbreviations

ABTS	–	Assembly of Neighbourhoods for Sustainable Tourism
BTE	–	Background Tourism Elements
CBS	–	Centraal Bureau voor de Statistiek
CPR	–	Common Pool Resource
MRA	–	Metropolitan Region Amsterdam
NBTC	–	Nederlands Bureau voor Toerisme en Congressen (NBTC Holland Marketing)
NS	–	Nederlandse Spoorwegen
RBC	–	Resource Conserving Behaviour
SET	–	Network of Southern European Cities against Tourism
UNWTO	–	United Nations World Tourism Organization

List of figures

Figures

Number	Title	Source	Page
Title page		Own picture	Title page
Figure 1.1	Tourism towards 2030	UNWTO (2017, p. 14)	1
Figure 2.1	Triangle of three major components in tourism management	Mason (2016, p. 78)	18
Figure 2.2	Lefebvre's spatial triad	Lefebvre (1991) in Campbell (2016)	18
Figure 2.3	Cooperation amongst state, community, market and hybrid organisations	Brandsen et al. (2005, p. 752)	21
Figure 2.4	Conceptual framework	Own model	23
Figure 3.1	Metropolitan Area Amsterdam (MRA)	Metropoolregio Amsterdam (n.d. _a)	25
Figure 3.2	Increase in visitors in 2015, compared to 2011	IAmsterdam (n.d. _b)	26
Figure 3.3	The Zaanse Schans	Own picture	27
Figure 4.1	Number of international visitors in the Netherlands	NBTC (2018)	33
Figure 4.2	Systematic overview of tourism networks and management strategies in the Netherlands	Own figure	37
Figure 4.3	The five personas of the NBTC	NBTC (2013)	38
Figure 4.4	HollandCity storylines	NBTC (n.d. _a)	40
Figure 4.5	The MRA as one integral destination	Amsterdam Marketing (2018, p. 7)	41
Figure 4.6	Promotion of one of the MRA areas on a poster in Amsterdam's city centre	Toerisme Flevoland (n.d.)	42
Figure 4.7	Amsterdam & Region Travel Ticket map and public transport guide	IAmsterdam (n.d. _a)	42

Tables

Table 4.1	Policy instruments for tourism management	Own table	48
Table 5.1	Descriptive statistics of the socio-demographic characteristics of the respondents (<i>N</i> = 101)	Own table	49
Table 5.2	Country of origin of international visitors of the Netherlands	NBTC (2018 _a , p. 9)	50
Table 5.3	Frequency table for the question 'How many times have you visited Amsterdam city before?'	Own table	51

Table 5.4	Location of the accommodation of respondents	Own table	51
Table 5.5	Rotated component matrix with Cronbach's Alphas for each factor	Own table	53
Table 5.6	Mean scores of the twelve motivational questions	Own table	54
Table 5.7	Mean scores for each factor	Own table	55
Table 5.8	Results of the Independent T-test of gender on factor scores	Own table	56
Table 5.9	Results of the One Way ANOVA tests	Own table	57
Table 5.10	Results of the Multiple Regression Analyses for the four factors	Own table	59
Table 5.11	Significant results of the conducted SPSS tests	Own table	59
Table 5.12	Frequency table of the destination image factors	Own table	61
Table 5.13	Correlation matrix for the dimensions of destination image	Own table	62
Table 5.14	Significant results of the correlation analysis	Own table	63
Table 5.15	Frequency table for the question 'How did you come to know about the Zaanse Schans'?	Own table	64
Table 5.16	Frequency table for the question 'Which of the following things have you seen and/or used'?	Own table	65

Textboxes

Box 1	The Noordvleugel van de Randstad	Gemeente Amsterdam (2008)	35
Box 2	HollandCity: spreading or distribution?	Vermeulen (2018)	39
Box 3	Justification of the method and additional tests	Own textbox	52
Box 4	Levene's Test for Equal Variances	Own textbox	57
Box 5	Multicollinearity	Own textbox	58

1 Introduction

International tourism is gaining worldwide importance as an economic and social force in society and has emerged as one of the most important economic activities around the world: since the beginning of the 21st century the tourist industry has come to be recognized as even more significant in the current world society (Hall, 2005). As recently as the 1960's, tourism was an activity in which relatively few participated regularly: it was primarily confined to Europe, North America and a small number of locations in other parts of the world and only the wealthy majority had the time and money to afford long distance sea or air-travel. However, major changes in the second half of the twentieth century led to the rapid and massive growth of a phenomenon known as 'modern tourism' (Mason, 2016). Whereas in earlier times traveling was seen as a luxury, nowadays it is more a commonality and often self-evident (Hall, 2005). Therefore, it can be stated that we live in a century of tourism and travel (Alsayyad, 2001), as one of the characteristics of modern society is that much of the population will, in most years, travel somewhere else to gaze upon it and stay there for a certain time (Urry, 2002). The United Nations World Tourism Organization (UNWTO) indicated that, for the first time, there were more than one billion international travellers in 2012 (Mason, 2016). Due to the improving world economy and the growth of the middle class, global tourism has grown considerably in recent years. As shown in figure 1.1, the UNWTO has predicted that the number of travellers will continue to grow from 1.2 billion in 2015, to 1.8 billion in 2030 (UNWTO, 2017).

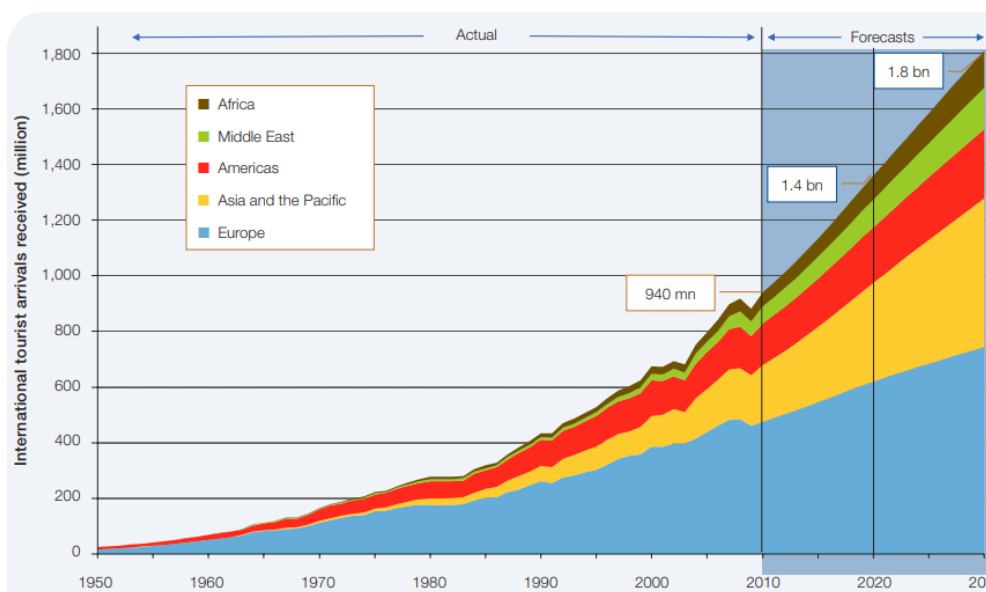


Figure 1.1 Tourism towards 2030 (UNWTO, 2017, p.14)

Therefore, tourism, as a significant form of human activity, can have major impacts, which are visible in the destinations where tourists interact with the local environment, economy, culture and society. What the exact impacts are can differ according to the form of tourism and impacts can be positive or beneficial, but also negative or detrimental (Mason, 2016). One important and commonly known, form of world-wide tourism is urban tourism, which is all about the relationship between the city and the tourist making use of almost all urban features (Ashworth & Page, 2011). On the one hand, cities can economically benefit from the surge in tourism (Terhorst et al., 2003; Gladstone & Fainstein, 2003), as tourists make intensive use of many urban facilities and services. On the other hand, as little of the city is created specifically for tourist use, the (growing) influx of tourists can also have

negative impacts, such as overcrowding (Ashworth & Page, 2011). Therefore, Ashworth & Page (2011) point out that the focus should not only be on the economics of tourism, as it is equally important to consider the social and environmental impacts of urban tourism.

As it is a fact that international tourist arrivals will continue to grow (with all the consequences of this) the visitors need to be managed, as this growth will result in an increasing pressure on destinations (Mason, 2016). This pressure is already recognizable, as in recent years the media has started to report a negative attitude among the local population to visitors, due to issues with overcrowding, noise and other nuisances supposedly caused by tourists (Koens & Postma, 2017). The classic example of this is Venice, where depopulation and mass tourism have long been causes of local despair and where, in August 2017, an estimated 2,000 Venetians marched against the tourism industry (Giuffrida, 2017). Barcelona is another well-known example of a city that is drowning in tourists. In August 2017, a sightseeing-tour bus was assaulted by locals and the countermovement often referred to as 'tourism-phobia' is growing in the Spanish city (López Díaz, 2017). As more and more cities are facing the pressure of growing visitor numbers, a long-term sustainable development of city tourism is essential and needs to be ensured. Therefore, dealing with the pressure of visitor numbers and residents' complaints is needed, and can be done by adequate management of visitor streams (Koens & Postma, 2017).

An example of a city, closer to home, where tourism is an important economic and social force is Amsterdam. The Amsterdam tourism industry is a booming business as people from all over the world come to visit the old city founded in the Middle Ages (van Loon & Rouwendal, 2017). On average, Amsterdam attracts 7 million international visitors a year, and expectations show that this number will double by 2030. Despite the fact that tourism is economically good for the 'wallet of the city', there is an ongoing discussion about the negative consequences of the growing number of visitors in Amsterdam's city centre (de Nijs & Zevenbergen, 2014). News articles with headings like 'Help, the city is drowning in visitors' (Volkskrant), 'The city centre of Amsterdam can no longer cope with the crowds' (NOS) and 'Tourists 'flood' the Netherlands' (Telegraaf) are popping up more often. The growing number of tourists has resulted in a city that is suffering from excessive tourism, with overcrowding at the top sites and attractions (Bremner, 2016), leading to a misbalance between living, working and recreation (de Nijs & Zevenbergen, 2014). Due to the growing pressure on Amsterdam's city centre, initiatives for promoting tourism outside mainstream areas emerged in recent years, in an attempt to distribute visitors more evenly in the Metropolitan Region of Amsterdam (MRA) (Bremner, 2016). This visitor management is important when considering the future of Amsterdam and its residents, and this distribution is done via the visitor management tactic called 'spreading' (McKinsey & Company, 2017). By spreading the visitors in the region and attracting them to (lesser known) areas outside Amsterdam's city centre, the pressure on Amsterdam itself should be lowered, eventually resulting in a balanced living and working environment.

Therefore, in the context of the tourism problem Amsterdam is facing this research will look at the motivations of international visitors to visit areas located outside Amsterdam's city centre and the influence of the spreading policy on their decision making. In other words, the question is what motivates international visitors and to what extent the motivation is influenced by the spreading policy and its instruments. Based on these insights, advice can be given for the (future) development of policy in order to spread the tourists within the MRA.

1.1 Scientific relevance

Looking at academic literature, on the one hand a variety of literature can be found on the tourist itself and tourist motivations (e.g. Fodness, 1994; McCabe, 2000; Rittichainuwat & Rattanaphinanchai, 2015; Hvenegaard, 2002). The driving force behind all tourist behaviour is motivation, as motivation is the starting point of the decision-making process of the tourist, leading to particular types of behaviour. Therefore, it is often the starting point for studying tourist behaviour and, beyond that, for understanding systems of tourism (Pearce & Lee, 2005). In other words, tourist motivation is the total network of biological and cultural forces that give value and direction to travel choice, behaviour and experience (Wang & Pizam, 2011).

On the other hand, there is a variety of literature on the impact of (urban) tourism (e.g. Garcíá & Claver, 2003; Fainstein, Hoffman & Judd, 2003; McKinsey & Company, 2017) and on the management of tourism networks, often needed to manage these impacts. For example, Van der Zee et al. (2017) state that in order to enhance the ability of destinations to create a high quality, authentic tourism experience, a management perspective based on networks is suggested. These networks are needed in order to connect different stakeholders so they can form a network, so as to manage the tourist sector and its possible impacts. However, they also state that managing these tourism networks comes with some complexity, as the goals and interest of different stakeholders have to coincide, be aligned or be regarded as conceivable. When this is not the case, forming and maintaining a network is impossible. Furthermore, amongst others, Briassoulis (2002), Ostrom (2008) and Mason (2016) write about visitor management and about different tactics used to manage the common pool resources of (urban) tourism landscape, such as: controlling the number of visitors - by limiting access and activities, smoothing them over time or spreading them across sites; adjusting prices to balance supply and demand; regulating the supply of accommodation; modifying visitor behaviour (by education); and adapting the resource in ways to enable it to cope with the volume of visitors.

However, the literature on tourism networks and the required management of visitors is mainly researched from a managerial perspective. Research exists on how the tourism networks and the influx of tourists can be managed in such a way that the impact can be limited and a high quality, authentic tourism experience can be created (e.g. McKinsey & Company, 2017; Mason, 2016). However, the literature lacks research on the tourists' perspective of the management of these tourism networks and visitor management attempts. In other words, knowledge exists about tourism networks and management on the one hand, and tourism motivations on the other hand. However, these subjects have not been combined in research. A question like 'Are the management attempts the main driver for international visitors to go to a certain place? Or do these visitors have other motivations that should not be overlooked?' still needs to be answered.

Due to this lack of knowledge, the aim of this research is to contribute to filling in the gap in the academic scene by conducting survey research that explores to what extent tourism management contributes to motivation to visit a place outside a city centre.

1.2 Social relevance

The growing surge in tourism and overcrowding as one of the negative effects of this influx, is not something that is limited to the area of Amsterdam, as it is a worldwide trend (McKinsey & Company, 2017). For example, Venice also has to deal with a growing number of visitors, and this growing pressure has led to local despair (Giuffrida, 2017). As Amsterdam is coping with the same problems, it is even stated sometimes that Amsterdam is becoming the 'new' Venice (de Nijs & Zevenbergen,

2014). Dissatisfaction with tourist numbers also exists in Barcelona, where in August 2017 a sightseeing-tour bus was attacked (Leadbeater, 2017) and multiple anti-tourism marches took place (Coldwell, 2017). Closer to Amsterdam, Volendam experiences negative consequences of the number of tourists visiting this fishing village (van Loon, 2016). Since the growing pressure on cities is a problem more and more cities are facing, or will face in the future, the social relevance of this research can be found in the need to lower the pressure on the urban environment. This might come with some urgency, due to the negative externalities of the growing influx of tourists. The social question then is: how can growth in tourism remain possible, while at the same time a pleasant living and working environment is maintained? The area most concerned with this question is the area of sustainability and sustainable development, which in the context of tourism is called 'sustainable tourism' (Mason, 2016). Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems (WTO, 2005).

When looking at the MRA in particular, the growth of tourism is important economically, but it also increases pressure on companies and the liveability of residents. Therefore, the MRA aims at securing the balance between residents, visitors and companies by spreading the international visitors in the metropolitan region (Werkgroep Toerisme in de MRA, n.d.). Therefore, this research will look at what has motivated international visitors to visit areas in the region and to what extent the spreading policy of the MRA has influenced the visitors' decision making. Has the implemented spreading policy influenced the motivations? Or are there other important drivers? Conducting this research will lead to new insights into what extent the tactic of spreading drives tourists to the regional areas and what other factors have influenced tourists' motivations. In turn, recommendations will be offered on the management of tourism flows with the help of spreading policy.

1.3 Research objective

The objective of this research is to gain insight into what has motivated/driven international visitors who have specifically have chosen to visit areas located outside Amsterdam's city centre, and whether the spreading policy has influenced their motivations. It is important to look at the perspective of the international visitors, as this is the group that the MRA is aiming to spread in the region. However, as there is a lack of research on the tourist perspective of visitor management, the question is whether the international visitors are in these areas because of a successful tactic of spreading or if there are other decisive motivations. Thus, the main goal of this research is to see to what extent tourism management (in specific, a spreading policy) contributes to the motivations of international visitors to visit an area outside the city centre. The insights into the motivations of these international visitors to visit such areas will lead to conclusions on the effectiveness of the spreading policy used to spread international visitors within the region and to policy recommendations, in particular related to marketing and management of tourist attractions. This thesis will therefore be relevant for:

- Understanding the tourism phenomenon.
- The marketing and management of tourist attractions, because managers who are aware of the reasons the site is visited can design it more effectively to meet visitor requirements (Manfredo et al., 1983; Gouthro, 2011).

- The MRA can learn from this research as the insights and results of the study can be used to create touristic products in other areas within the MRA that have potential, in order to attract international visitors.
- Other areas not included in the MRA (both nationally and internationally) that are or will be facing the problem of a growing influx of tourists, growing pressure on the environment and the growing recreational demand. These areas can learn from the insights and results of this research.

Note: the research is conducted in the name of the Radboud University and in collaboration with consultancy firm Bureau BUITEN.

1.4 Research questions

In order to achieve the purpose of this research, the following main question will be answered:

What motivates international visitors to visit a location outside Amsterdam's city centre and to what extent is the motivation influenced by personal factors and policy?

To answer this main question the following sub-questions are used:

1. How is the tourism network formed at national, regional and local level in the Netherlands and what are the tourism management strategies?
2. What motivations have led to the decision to travel outside the city centre, into the region?
3. To what extent do demographic characteristics influence the motivations of international visitors?
4. To what extent do the various dimensions that determine destination image influence the motivations of international visitors?
5. To what extent does the spreading policy influence the decision of international visitors?

In the next chapter the theoretical framework is presented, in which the actual status of the theoretical debate will be discussed on the basis of three sub-sections. Based on this theoretical framework, the conceptual framework will be presented. After that, in the third chapter, the methodology used to fulfil the goal of this research is discussed. The data collection and analysis methods are then presented, after which the limitations of this research are also discussed. The empirical part, which consists of chapter four and five, will present the empirical results of this research. The seventh and last chapter of this thesis will present the conclusions based on the results of this research. This final chapter will end with a reflection and recommendations for further research.

2 Theoretical debate on tourism

This chapter presents the theoretical framework in which the actual status of the theoretical debate on relevant themes is discussed. To better understand what comes in to play when one travels to a certain place, an extensive study of literature was conducted. The collected literature mainly focused on tourism as a phenomenon and its impacts, which requires a tourism management that is often most efficient when carried out in a network. The reviewed literature also concerned motivation in tourism associated with questions about what makes a tourist want to travel.

This framework is divided into three sections in order to provide a structured overview and discussion. The first section presents the scientific debate on themes that form the background of this research, namely: urban tourism, common pool resources and tourism typologies. Despite the fact that these themes are not considered to be the main themes of this research, having knowledge of these topics is important in order to understand the context of this research. The second section of this theoretical framework presents the scientific debate on the main themes of this research, which are: tourist motivation, tourism management and tourism networks.

2.1 Scientific background

2.1.1 Urban tourism

Tourism, the multifaceted phenomenon, has emerged as one of the most important economic activities around the world: since the beginning of the 21st century the tourist industry has come to be recognized as a significant economic and social force in contemporary society (Hall, 2005). In earlier times, only wealthy people were able to travel, as it was a luxury. However, nowadays travelling is more a commonality, and for a lot of people even a yearly need (Hall, 2005). Therefore, it can be stated that we live in a century of tourism and travel (Alsayyad, 2001): one of the characteristics of modern society is that much of the population will, most years, travel somewhere else to gaze upon it and stay there for a certain time (Urry, 2002).

One form of tourism that has become an extremely important and world-wide form of tourism is urban tourism: travel has grown enormously and continuously over the past 30 years, and this growth also has inevitably involved cities, if only because they contain the major concentrations of transport, accommodation and other travel related infrastructure that supports travel (Ashworth & Page, 2011). A major difficulty with this form of tourism is the lack of a simple definition of a complex phenomenon and a clear demarcation of its diverse and vaguely formulated set of activities, as Edwards et al. (2008) reviewed. Just adding the adjective 'urban' to the noun 'tourism' locates an activity in a spatial context, but does not in itself define or limit that activity. Edwards et al. (2008, p. 1038) state that tourism is "one among many social and economic forces in the urban environment". Compared to other forms of tourism (such as rural tourism, seaside tourism etc.) the diversity lies at the core of the relationship between the city and the tourist. Therefore, understanding urban tourism is dependent upon an understanding of the context in which this form of tourism is embedded (Ashworth & Page, 2011). In this context, Ashworth & Page (2011) try to answer the questions 'why do tourists visit cities?' and 'who are the urban tourists?'. The range of answers to the first question encompasses a wide range of human motivations. Cities are characterised by density and diversity, whether of functions, facilities, built forms, culture or people: it is this that distinguishes the urban from the rural and characterizes the 'urban way of life'. Visitors are likely to be attracted by any or all of these urban features, which makes it difficult to refine answers to the question who urban tourists are. However, in an attempt to answer the last question they make a

distinction between tourism in cities, that is tourism to facilities that happen to be located in urban areas but would be equally satisfying to the visitor in a non-urban milieu, and urban tourism *sui generis* in which it is some aspect of urban-icity itself that is the primary motive of the tourist.

Impacts of (urban) tourism

As an important world-wide industry, tourism is accompanied by studies that look at the impact of the sector (Gilbert & Clark, 1997). The economic studies that have been carried out highlight the economic benefits tourism can bring (Terhorst et al., 2003). Generally speaking, the positive economic effects of tourism can be: (1) contribution to foreign exchange earnings, (2) contribution to government revenues, (3) generation of employment and (4) contribution to regional development (Mason, 2016). More specifically, tourism can have a positive economic impact on cities: cities benefit because the creative middle class increasingly visits the city and spends money. This way property values are elevated, cities are revitalized (Fainstein, Hoffman & Judd, 2003) and jobs are generated (Gladstone & Fainstein, 2003). Increased tourism can also be a way to preserve cultural heritage (García & Claver, 2003). However, there can also be negative economic effects, such as inflation, opportunity costs and over-dependence on tourism (Mason, 2016).

Nonetheless, Ashworth & Page (2011) point out that there is more than just the economics of tourism, as it is equally important to consider the social and environmental impacts of tourism. Socio-culturally speaking, some of the more beneficial impacts of tourism on society include the following: the creation of employment, the revitalization of poor or non-industrialised regions, the rebirth of local arts and crafts and traditional cultural activities, the revival of the social and cultural life of the local population, the renewal of local architectural traditions, and the promotion of the need to conserve areas of outstanding beauty which have aesthetic and cultural value (Mason, 2016). This does not only apply to urban environments, but can be beneficial to all environments. Positive environmental impacts are: (1) stimulating measures to protect the environment and/or landscape and/or wildlife, (2) helping to promote the establishment of national parks and/or wildlife reserves, (3) promoting the preservation of buildings/monument and (4) providing the money to maintain historic buildings, heritage sites and wildlife habitats.

However, since tourism, by its very nature, is attracted to unique and fragile environments and societies, in some cases the economic benefits of tourism may be offset by adverse environmental and social consequences (Archer et al., 2005): tourism has the reputation for major detrimental effects on the society and culture of host areas (Mason, 2016). As tourists make an intensive use of many facilities and services, that were originally not built for touristic use the (growing) influx of tourists can create certain problems and negative impacts (Ashworth & Page, 2011). One of them is overcrowding, which can cause stress for both tourists and residents (Mason, 2016). Furthermore, locals can become resentful as they are unable to obtain the goods and lifestyle demonstrated by the visitors and in extreme cases, regions can become over-dependent on tourism. According to Rosenow & Pulsiper (1979) when there is tourist overkill, it homogenizes culture and Turner & Ash (1975) describe that tourists can ruin local cultures. Environmentally, the following have been regarded as negative impacts: (1) tourists are likely to drop litter, (2) tourism can contribute to congestion in terms of overcrowding of people as well as traffic congestion, (3) tourism can contribute to the pollution of water courses and beaches, (4) tourism may result in footpath erosion, (5) tourism can lead to the creation of unsightly human structures such as buildings that do

not fit in with vernacular architecture and (6) tourism may lead to damage and/or disturbance to wildlife habitats (Mason, 2016).

When looking at the problems in an urban context, urban tourism is often accompanied by environmental and safety issues (García & Claver, 2003). Furthermore, other problems could include local transport congestion, increased property values, crime increase, problems with residential facilities such as drainage and public transportation, the displacement of services for residents by services for tourists and overcrowding at the top sites and attractions (see next section) (Costa & Martinotti, 2003; García & Claver, 2003; Bremner, 2016; Mullins, 2003). Altogether this could lead to environmental degradation and social and cultural distortion in which tourists are preferred over residents (Fainstein, Hoffman & Judd, 2003). Thus, due to the both positive and negative impacts of tourism it is important for local governments to balance the economic benefits urban tourism can bring to the city, with the interests and needs of local residents and companies (Fainstein, Hoffman & Judd, 2003).

It is important to mention that, when considering each type of impact (economic, social and environmental), it should be remembered that these impacts are multi-faceted, often problematic and not as easily compartmentalized as is often portrayed. In other words, the impacts of tourism cannot easily be categorised as solely social, environmental or economic, but tend to have several inter-related dimensions (Mason, 2016).

2.1.2 Overcrowding

As mentioned, tourism can have positive impacts, but unfortunately also negative impacts. The good news is, when looking at recent facts and figures, that tourism is growing and thereby creating jobs and economic activity. More and more people have certain motivations to travel around the world and the numbers of visitors will continue to grow. According to the United Nations World Tourism Organization (UNWTO), international tourist arrivals will grow 3.3 percent a year from 2010 to 2030 to more than 1.8 billion arrivals, which is much faster than the projected population growth (McKinsey & Company, 2017, p. 12). The bad news is that this growth can put (a growing) pressure on destinations (McKinsey & Company, 2017). If travellers were to spread out evenly across the planet, this influx would be relatively easy to absorb. Unfortunately, this is not the case. McKinsey & Company (2017, p. 12) found that France, the most visited country in the world, drew 82 million international arrivals in 2016, while less than half that number visited neighbouring Germany. Looking more broadly, the top ten countries, by number of international leisure and business arrivals, accounted for 46 percent of inbound visitors, and the next countries accounted for another 21 percent. As tourism is not evenly spread and the number of tourists is growing, this will result in a growing pressure on popular destinations and may lead to 'overcrowding' (McKinsey & Company, 2017; Mason, 2016).

A synonym used for overcrowding is 'overtourism', which is defined in multiple ways. The most common definition is as follows: "The excessive growth of visitors leading to overcrowding in areas where residents suffer the consequences of temporary and seasonal tourism peaks, which have enforced permanent changes to their lifestyles, access to amenities and general well-being". The Responsible Tourism Partnership refers to overtourism as "destinations where hosts or guests, locals or visitors, feel that there are too many visitors and that the quality of life in the area or the quality of the experience has deteriorated unacceptably". Furthermore, overtourism is harming the landscape, damaging beaches, putting infrastructure under enormous strain, and pricing residents

out of the property market (Milano et al., 2018). It is the opposite of Responsible Tourism which is about using tourism to make better places to live in and better places to visit. Often both visitors and guests experience the deterioration concurrently (UNWTO, 2018).

As almost any traveller can confirm, the world has many destinations whose appeal, or even essence, is being undermined by overcrowding (McKinsey & Company, 2017). A look at social-media associated with tourism reveals a deep dissatisfaction (from both travellers and residents) with the consequences of the number of visitors at top sites. In August 2017 the Guardian published an article about growing numbers of anti-tourism marches in Venice and Barcelona. Across southern Europe protests and social movements are growing in number, which has led to the formation of organisations such as the Assembly of Neighbourhoods for Sustainable Tourism (ABTS) and the Network of Southern European Cities against tourism (SET). These organisations are the forefront of the fight against overtourism (Milano et al., 2018). Also the word 'tourism-phobia', referring to the counter-movement with a mixture of repudiation, mistrust and contempt for tourists, is slowly popping up in the news (López Diaz, 2017; Coldwell, 2017; Milano et al., 2018).

However, the danger of visitor overkill is not something new, as it was already recognised in 1979 by Rosenow & Pulsipher (1979). They attributed such overkill to three main factors: (1) Too many visitors – this is about the absolute numbers of visitors that are seen as disturbing. This can be a perception of overcrowding in parts of the city, or the feeling that there are no longer any pleasant spaces in the city where residents can get away from visitors. (2) Too much adverse visitor impact - here the impact of visitors is perceived negatively. This can be congestion on the roads due to buses stopping near attractions or road users who do not know the, often informal, traffic rules and thus create dangerous situations. It also entails issues like noise disturbance, rowdiness and other disturbances that visitors are perceived to cause. (3) Too much physical impact of the visitor economy - the physical impact of industries aimed at visitors also can cause agitation. This includes, for example, the over-proliferation of hotels or retail aimed at visitors. These three factors can also be seen in nowadays 'tourism-world' as McKinsey & Company (2017) found that five contemporary challenges associated with overcrowding: (1) alienated local residents, (2) degraded tourist experience, (3) overloaded infrastructure, (4) caused damage to nature and (5) threatened culture and heritage. The question then is: how can tourism growth remain possible, while ensuring that a pleasant living and working environment is maintained? The area concerned with this question in a tourism context is called 'sustainable tourism', which tries to meet the needs of present tourists and host regions while protecting and enhancing equal opportunities for future tourists and host regions (WTO, 2005). In Venice the tourism department has launched a campaign called 'Detourism: Travel Venice Like a Local', promoting slow and sustainable tourism. The idea behind this campaign is to encourage travellers to go beyond the typical attractions with suggestions of less-trafficked local experiences. This campaign, which began as a series of maps in 2014, now spreads its message through multiple channels including a digital magazine and social media (McKinsey & Company, 2017).

2.1.3 Common pool resources

Overcrowding as one of the negative impacts of (urban) tourism is not something new in the academic world, as it can be linked to the theory of 'common pool resources' (CPRs), that emerged in the 20th century. Common pool resources are distinguished by being 'non-exclusive', which means that it is impossible to exclude additional users and 'rivals'. In other words, consumption by one individual reduces the amount available for other consumers of the same common pool resource

(Healy, 1994; Briassoulis, 2002). The conventional common pool resources refer to the global nature resource systems, such as forests, air and atmosphere, water resources, oceans, ecosystems, fisheries, wildlife etc. (Ostrom, 2008; Briassoulis, 2002). Recently, non-conventional types include streets and transportation systems, ports, intellectual resources, urban areas etc. (Briassoulis, 2002).

The concept of common pool resources can also be applied in the tourism industry as the benefits that are provided by nature and CPRs are not limited to the purely economic (Holden, 2005). Nature also exhibits a range of other values, such as: life-support value, recreational value, scientific value, aesthetic value, genetic-diversity value, historical value, life value, religious value and cultural-symbolisation value (Holden, 2005). The recreational, aesthetic, historical, religious and cultural-symbolisation values explain the rationale for tourism (Holden, 2005). In the context of tourism, common pool resources are the town- and landscapes that tourists view and that contribute significantly to the quality of the tourism experience (Healy, 1994). Healy defines tourism town- and landscapes broadly to include a variety of natural and built elements and implicitly refers to their sociocultural content and dynamics (Briassoulis, 2002).

The activities of tourism utilize all types of resources in these tourism landscapes (the host areas) that can be classified into the BTEs (background tourism elements, such as coasts, mountains, national parks, cultural artefacts etc.) or the natural, sociocultural and built attractions and tourism facilities (e.g. restaurants and car rentals) (Briassoulis, 2002). These resources can be further classified as either 'open access resources' and 'common property resources'. Whereas open access resources have no owner, common property resources have a communal owner (Holden, 2005). These resources are used, on the one hand, by tourists in common with other tourists and, on the other hand, for tourists in common with other activities by tourists and locals (Briassoulis, 2002). The use of certain resources is planned (such as the BTEs and tourist facilities), but the use of many other resources is spontaneous and unplanned. However, this unplanned use is often more or less unavoidable. Tourists visit local shops, banks, and hospitals and use streets and open spaces. In addition to these tangible resources, tourists also 'consume' intangible resources, including the local culture (norms, behaviour and habits) and a place's *genius loci* (feeling of the place). In all cases, tourism resource use is both consumptive and non-consumptive (Briassoulis, 2002).

However, whilst tourism theoretically aids the conservation of CPRs, it also has the ability to damage them; there are two classic problems encountered in the management of common pool resources that can also be found in tourism town- and landscapes. Firstly, there is the problem of limitation of use to a level that provides maximum current output consistent with protection of the resource for future users. This problem is called the 'overuse problem' (Healy, 1994). As all tourism resources are used in common by tourists, locals and others it is usually difficult, socially unacceptable, or physically impossible to exclude any of these groups from using a given resource (Briassoulis, 2002). Secondly, there is the problem of how to encourage investment to enhance the quality of the resource in a situation where non-investors would enjoy many of the benefits of the enhancement. This problem is called the 'investment incentive problem' (Healy, 1994). In the context of the overuse problem, tourist crowds can seriously reduce the quality of the tourist experience as large numbers of people block the view of scenic attractions, create queues at eating and drinking places and lead to shortages of hotel rooms (Healy, 1994). The threats posed to CPRs from tourism originate from both their overuse and inappropriate use (Holden, 2005).

Solving or avoiding the CPR problems in tourism, can be linked to the discourse on sustainable tourism development that revolves around a central issue of how to manage the natural, built, and sociocultural resources of host communities in order to meet the fundamental criteria of promoting their economic well-being, preserving their natural and socio-cultural capital, achieving intra- and intergenerational equity in the distribution of costs and benefits, securing their self-sufficiency and satisfying the needs of tourists (Briassoulis, 2002). As early as 1968, Healey suggested a shift in human behaviour in order to prevent over-use of CPRs (in Holden, 2005). Later, this was put in the context of Resource Conserving Behaviour (RCB). Another traditional approach to the control of CPR usage has been the establishment of Resource Management Regimes (RMRs), either public, private, common or combined. At the base of all of this stands policy: to achieve sustainable development, an integrated approach to policy formulation is needed and should treat the totality of host areas and their broader regions and adopt a spatial framework as a basis for integration (Briassoulis, 2002). With the help of policy, the pressure on tourism commons can be lowered and impacts can be reduced, and may be even prevented (see section 2.3 for the literature on this topic, and chapter 4 as an empirical example).

2.2 Motivations to travel

2.2.1 The tourist motivation

Since international tourism is gaining worldwide importance as an economic and social force in society, more and more research on tourism has been carried out. The growing interest in tourism as a research area emerged after the travel boom of the 1950's, which caused the rise of mass tourism (Wahab & Pigram, 2005). From that time on, tourism studies emerged that sought to answer the who, when, where and how questions (Crompton, 1979). However, the main unanswered question at that time was 'Why do people travel?'. This question was the one Lundberg asked in 1972 emphasising the importance of researching what is behind the tourist's desire to travel (as cited in Dann, 1981, p. 189). What drives people to travel and visit new destinations, and what barriers might prevent them from travelling, are still important questions in tourism research (Božić et al., 2016). Therefore, multiple researchers have carried out research to answer the above questions in a tourism context (i.a. Crompton, 1979; Dann, 1981; Iso-Ahola, 1982; McCabe, 2000; Ryan, 2002, Ashworth & Page, 2011). From this research it seems that 'motivation' is a common concept that recurs as the possible answer to the question of what drives people to travel: in any tourism trip, there are likely to be a number of reasons which, when combined, can be considered as the motivational factors for the journey. These factors in turn can differ per tourist (Mason, 2016) and as motivation is a dynamic concept, it may vary from one person to another (Kozak, 2002). Therefore, motivation has become an important concept that functions as a trigger for travel behaviour and determines different aspects of tourist activity, such as the reasons for travelling and the specific destination (Castaño et al., 2003 in Devesa et al., 2010).

Also, in the marketing context, answering the 'why-question' is important as to be able to market tourism services and destinations in a successful way, marketers must understand the motivating factors that lead to travel decisions and consumption behaviour (Fodness, 1994). Efforts to understand the factors motivating tourists to visit a destination and how this can differ among different tourists could help destination planners to set marketing strategies. With the insights, destination management could either promote attributes that best match tourist motivations or concentrate on a different market where tourist motivations and destination resources match each

other (Kozak, 2002). Furthermore, it could also help destinations build a positive image of their travel market and differentiate its own products and services from the competition (Božić et al., 2016).

Personal needs and social influences

One theoretical basis used for researching traveller motivation is the functional approach to the study of attitudes (Katz, 1960). The idea behind this approach is that the reason individuals hold certain attitudes because these attitudes serve psychological needs. The basic motivational process behind this is as follows: internal psychological factors (the needs) generate an uncomfortable level of tension within individuals' minds and bodies. In turn, from a functional perspective, these inner needs and the resulting tension precipitate attitudes and, ultimately, actions based on those attitudes designed to release tension, thereby satisfying the needs (Fodness, 1994). From a marketing perspective, tourism products can be designed and marketed as solutions to consumers'/tourists' needs (Fodness, 1994).

On the other hand, Krippendorf (1987) claimed that motivation to travel to a certain destination does not come from internal or personal needs, but it is developed by social influences from the traveller's environment. Hall (2005) states that the need to travel has become a social norm and people 'need to travel'. Iso-Ahola (1980) partly agrees with Krippendorf's argument, but instead of completely rejecting the theory that the need for traveling comes from interpersonal needs, he argues that motivations do have biological roots. Romao et al. (2015) agree with this and state that characteristics, such as age, sex, income and education can influence one's motivations to travel. They state that there is a relationship between the characteristics of the tourist and their motivations to visit a tourism destination. Martín Armario (2008, in Romao et al., 2015) describes this interrelation between personal characteristics and intended behaviour at the destination (that is, the motivation to travel) as an important relationship in tourist behaviour. Furthermore, Kozak (2002) conducted research on the influence of the country of origin on motivation, as he states that demographic profiles may vary according to countries of origin and can influence motivation. He found that different age groups are considered to be interested in different activities. Furthermore, he argues the importance of choosing the destination based on the nationality for implementing successful marketing strategies.

Something else that can play a role in determining motivations is prior travel experience. McKercher and Wong (2004) found that there is a difference between first-time and repeat visitors: they have different motivations, leading to different intended activity sets. First timers often seek new cultural experiences and novelty, whereas repeaters seek relaxation or spending time visiting friends or relatives. From this, it can be said that there are two motivational factors that encourage tourists to travel: personal factors and factors coming from the tourist's social environment (Fodness, 1994). Iso-Ahola (1980) makes another distinction, between 'seeking' motivations and 'escaping' motivations in his psychological model of motivations. In this model, individuals seek personal and interpersonal rewards and, at the same time, wish to escape personal and interpersonal environments (Mason, 2016).

As research shows that tourists can have multiple motivations for travelling, even within a single journey, this indicates that tourist motivation is 'multi-faceted' (i.a. Bowen & Clarke, 2009; Lu et al., 2016 & Božić et al., 2016). From previous research, multiple reasons for travelling can be seen: some travel to gain new knowledge (Chiang et al., 2015), some are on a quest for new, authentic

experiences (Jovičić, 2016, MacCannell, 1973), some crave escape, rest and relaxation away from home (Yousefi & Marzuki, 2015), and for some travelling is part of their job (Tsui & Fung, 2016).

Thus, when speaking of motivation in terms of individuals and their cultural condition, it seems that researchers perform two intellectual tasks. Firstly, they identify the home environment and its conditioning upon the tourists. They note the various individual needs and pressures that dispose the potential traveller towards trip-taking. Secondly, they analyse the subsequent act of travel and/or the destination area in terms of response to the individual needs and pressures (Dann, 1981).

Push and pull framework

One frequently mentioned and used theory considered motivations is the push and pull framework of Crompton (1979). This theory is based on the assumption that there are two groups of motivations: push factors (/motivations) and pull factors (/motivations). Push factors are inner forces within travellers that encourage them to travel, such as escape from a perceived usual environment, self-exploration and evaluation, relaxation, prestige, regression, enhancement of kinship relationships and social interaction (Božić et al., 2016). This can be related to the personal factors and personal needs that encourage tourists to travel (Fodness, 1994). Both Dann (1977) and MacCannell (1973) argue that a possible push factor, behind the motivation, is the desire to transcend the feeling of isolation or everyday routine from which the tourist wishes to escape. Sightseers are trying to find the 'ordinary' and 'novelty' away from their everyday life (MacCannell, 1973).

Pull factors are external attributes that attract travellers to a destination: the attractiveness of a destination is one of the most dominant factors that drive tourists to that location (Cho, 2008). This attractiveness is closely connected to the destination image or place image (Božić et al., 2016). Nicoletta & Servidio (2012, p. 20) state that "positive images generate a good impression of the perceived destination in the tourist's mind, predisposing their behavioural intentions and future activities". Included in this destination image is one's perception of a destination, which can be influenced (e.g. by marketing tactics) (Hwang et al., 2016). This means that creating a good destination image will pull tourists, and thus motivate them to go to a certain destination. In fact, the place image of a destination, created by each tourist him/herself, influences his or her decision to travel, the choice of destination, the motivations, satisfaction with the travel, and consequently, the loyalty to a destination (Chen & Tsai, 2007). Bigné et al. (2001) found that an improvement in the overall image of a destination held by an individual enhances his or her intention to return and to recommend it in the future. It also increases the propensity to make a positive assessment of the stay and to perceive a higher quality. Therefore, it is thought that the destinations with stronger positive images will have a higher probability of being included and chosen in the process of decision making (Alhemoud & Armstrong, 1996; Echtner & Ritchie, 1991; Johnson & Thomas, 1992; Telisman-Kosuta, 1994, in Bigné, Sánchez & Sánchez, 2001). Beerli & Martín (2004) conducted a literature review on destination image and created a model that explains the different factors which form the perceived image of a destination. They found multiple attributes that determine this image, such as: the weather, public transport facilities, quality and number of restaurants, tourist centres, religion, location, (entrance) prices, beauty of the scenery, attractiveness of the destinations and the reputation of the place. All these dimensions can influence the perceived image of a destination or change the perceived image after the visit has taken place. The pre-visit destination image will influence the decision to travel or not to travel to a certain destination, while the post-visit

destination image can differ from the pre-visit image and will influence the intention to re-visit and/or recommend the place. The multiple factors found by Beerli & Martín (2004) are used in this research in order to question the importance of these factors for the respondents to visit the Zaanse Schans. This will focus on their pre-visit perceived destination image.

However, it is important to mention that the attractiveness of the location cannot be generalized, because travellers have their own lifestyle preferences and different likes and dislikes when it comes to choosing a destination. One can argue that two people will have different expectations when it comes to visiting the same place (Cho, 2008). Furthermore, not every dimension Beerli & Martín (2004) found is applicable to each destination, as destinations can vary.

Measuring motivation

When it comes to measuring motivation, Krippendorff (1987) states that motivations are very difficult to identify, thus making it difficult to measure. This makes perfect sense, as not everyone is equally driven by the same motivation to visit a certain place. However, research on tourism motivations continues to be an attractive topic for many researchers (Rittichainuwat & Rattanaphinanchai, 2015; Podoshen, 2013; Caber & Albayrak, 2016). What is often found is that motivations differ between different types of tourists and tourism (Fodness, 1994). Pearce & Lee (2005) researched travellers' experiences to draw conclusion about travel motivations and developed an often-used travel motivation theory labelled as *Travel Career Ladder* which was partially based on Maslow's (1970) hierarchy of needs. Pearce & Lee (2005) came up with a categorization of travel motivations comprising 14 reliable factors and placed these in order of importance: (1) novelty, (2) escape/relaxation, (3) relationship (strengthening), (4) autonomy, (5) nature, (6) self-development (host-site involvement), (7) stimulation, (8) self-development (personal), (9) relationship (security), (10) self-actualization, (11) isolation, (12) nostalgia, (13) romance, (14) recognition (Pearce, 2005, p. 230). These factors are also described by other authors as the most common reasons to travel (e.g. Iso-Ahola, 1982; Dann, 1977; Fodness, 1994). Ryan (1991, in Mason, 2016) presented 11 major reasons for tourist travel, which partly match those presented by Pearce (2005): (1) escape, (2) relaxation, (3) play, (4) strengthening family bonds, (5) prestige, (6) social interaction, (7) sexual opportunity, (8) educational opportunity, (9) self-fulfilment, (10) wish fulfilment and (11) shopping. Chadwick (1987, in Mason, 2016) provided a more simplified categorization of the reasons for tourist-related journeys when he summarized the motivations for, and purpose of travel, under three main headings:

1. Pleasure: leisure, culture, active sports, visiting friends and relatives
2. Professional: meetings, missions, business etc.
3. Other purposes: study, health, transit

Despite being originally produced over twenty years ago, and the emergence of new forms of tourism in this period, such as ecotourism, volunteer tourism and pro-poor tourism, the theoretical perspectives on motivations can still be seen to apply. For example, volunteer tourism as a new form of tourism, might appear to have very different motivational factors than more traditional forms of tourism. However, it is still possible for this type of tourism to fit in with the theoretical perspectives. For example, when looking at Ryan's (1991) framework, the categories of 'self-fulfilment' and 'education' would seem to be to major motivational factors.

However, when analysing current literature on travel motivation, it can be seen that studies are rather consistent in putting emphasis on the push factors, while there is not much attention to pull factors (see section 1.3). Despite this, it is difficult to say that pull factors do not influence the traveller's choice. According to Božić et al. (2016), push factors are very important in explaining travel motivation and decision-making in tourism, but they are somewhat intangible and general. Therefore, it is difficult to relate them to practical implications for specific destinations, as push factors are origin-specific attributes.

On the other hand, knowledge about pull factors that are specifically related to one destination can tell destination managers a lot about what drives people to visit that destination and this can help them plan a marketing strategy (Božić et al., 2016). Also, there are some studies that focus on both push and pull factors as equally important. For instance, Uysal and Jurowski (1994) show that internal motivators include desire for escape, rest, relaxation, prestige, health and fitness, adventure and social interaction. They found that the external motivators are based on the attractiveness of the destination, including tangible resources (e.g. beaches, recreational activities and cultural attractions) and travellers' perceptions and expectations. Božić, et al. (2016) developed a broad analytical scale for tourism motivation which includes items to measure both push and pull factors: (1) learn about history, (2) learn about new research findings, (3) learn about important people from that area, (4) learn about art, (5) visit an important tourist centre, (6) visit a recently revealed attraction, (7) see archaeological remains, (8) see important natural or cultural heritage, (9) see historic buildings, (10) scientific work, (11) to satisfy curiosity, (12) participation in events and workshops, (13) an authentic experience, (14) positive image of a place, (15) other's recommended it, (16) famous attraction, (17) to extend knowledge and learn new things, (18) peaceful atmosphere, (19) escape from obligations, (20) physical rest, (21) mental rest, (22) spending time with friends, (23) making new friendships. Examples of pull factors used in this scale are: to learn about history, to see important natural heritage, to see historic buildings, to get an authentic experience and to extend knowledge. Examples of push factors used in this scale are: a positive image of the place, because it is a famous attraction, physical and mental rest and to escape from obligations (Božić et al., 2016).

From the current literature on tourist motivations, it can be concluded that there are ample scales for measuring motivation in the field of leisure and tourism. However, the existing motivation scales are rather general and very broad (Božić, et al., 2016). Therefore, using both push and pull factors in this research is quite important for understanding travel motivation, since it will provide a better image about the factors determining the visit to one destination (Božić et al., 2016). As the motivational framework of Božić et al. (2016) is the most comprehensive framework, these motivational factors are used in this research.

2.2.2 Tourism typologies

As the either positive or negative impacts in the tourism industry and the negative influences on the tourism commons, do not suddenly happen, but are caused by the fact that people are motivated to travel it is also important to look at the tourist itself. When doing this, analysts have recognized that an understanding of the touristic experience requires constructing typologies, as it is argued that focussing on the tourists themselves and their typological forms helps explain why people are attracted to specific destinations (Wickens, 2002). In a marketing context, theory argues that every market consists of groups or segments of customers with different needs and wants. Customers who react in a homogeneous way, be it in their motivations, behaviour, reactions to marketing activities,

or the benefits they seek from consuming products and services can be grouped, enabling products to be developed that can more effectively satisfy the differing needs of each segment (McKercher & du Cros, 2003). The same applies to the tourism sector: being able to explain why people are attracted to specific destinations by identifying distinct tourist types is beneficial for the planning, management and marketing of tourism (Hvenegaard, 2002). Other than that, this information can be used to understand which tourist types are more likely to be found at different stages in the evolution of tourism areas (Duffus & Dearden, 1990; Hvenegaard, 2002).

Conceptually, there have been multiple attempts to define tourist types. Classical tourist role schemes have attempted to characterize differences among tourists in terms of sociodemographic characteristics (e.g. age, gender, education and marital status), motivations, tourist activities, travel experiences, and lifestyles and values (Mo et al., 1993). For example, Murphy (1985) identifies two general categories of tourist typologies: interactional and cognitive-normative. First of all, interactional tourist typologies are primarily based on the interactions between tourists and the destination area. For example, Cohen (1972) proposes a four-fold tourist typology (perhaps the most widely cited sociological tourist typology) – the drifter, the explorer, the individual mass, and the organized mass - based on the tourist's desire for familiarity and the level of institutionalisation preferred. Other similar interactional tourist typologies have been based on trip indices, travel behaviours, interests and opinions (Perreault et al., 1977). Secondly, cognitive-normative tourist typologies focus on the travel motivations of tourists. For example, Plog (2001) came up with a typology that recognises allo-centrics (adventuresome, individual travel), mid-centrics (individual travel to destinations with facilities) and psycho-centrics (packaged holidays to popular destinations), depending on how tourists conform to societal or individual desires and needs. Becken & Simmons (2008) make a classification based on transport and accommodation choice: coach tourist, free independent traveller, backpacker, camping tourist, home visitor. Another example is a study done by Wickens (2002), on tourism types in a region of Greece. She identified five tourist types: the cultural heritage type (interest in cultural aspects), the raver type (interest in sensual and hedonistic pleasure), the Shirley Valentine type (interest in local population for romance), the Heliolatrous (interest in sunshine and escape from home) and the Lord Byron type (the return visitors). Each cluster is characterized by the dominant themes identified by participants for their choice of holiday, the types of activities they indulged in, and the views they expressed about the host community.

However, there are several criticisms of tourist typologies. First of all, many tourist typologies are tautological, which means that generalisations from a typology are restricted to the data that created the typology (Hvenegaard, 2002). Secondly, without methodological consistency, the names chosen for tourist categories often vary widely and strongly reflect the researcher's point of view. Thirdly, tourists' motivations and activities may be too complex to collapse into rigid categories. For example, it can be that features that attract tourists to sites can be considered motivations, but when acted upon, are considered as activities (Moscardo et al., 2000). Fourthly, most tourist typologies are static and cannot model the evolution of tourist types over time, and therefore typologies have limited predictability (Hvenegaard, 2002). Despite the limitations of tourist typologies, they are still widely used to segment tourist populations (see e.g. NBTC's personas in section 4.3, p. 38).

As different types of tourist, but also tourists clustered under the same 'type', can have substantially different experiences, motivations and behaviour (McKercher & du Cros, 2003), for this research tourism typologies are also relevant, as motivations to visit a certain recreational area might differ

per tourist 'type'. When looking at this, the planning, management and marketing of tourism can anticipate the motivations of certain types of tourists, as tourist typology information allows managers to address different motivations, experiences and impacts of tourist types (Hvenegaard, 2002).

2.3 Collaboration in networks in order to manage the tourism flows

2.3.1 Tourism management

When tourists decide to travel somewhere (and having certain motivations for this) it is possible that tourist crowds affect the touristic common pool resources (the landscapes and townscapes tourists visit) in a negative way, either socially, economically and/or environmentally (García & Claver, 2003; Bremner, 2016; Mason, 2016). More specifically, overcrowding can happen when there are too many visitors visiting the same place at the same time. When this happens, or preferably before this happens, the tourism resources need to be managed (Moutinho, 2000). As soon as tourists visit destinations, these destinations will change and will be affected. Therefore, management is required to control the impact of tourism and prevent negative consequences. In this sense, tourism management is concerned with ways of managing the interaction of tourists with physical resources and the interaction of tourists with residents of tourist areas (Mason, 2016).

However, many works make reference to the focus of tourism management as being about people (Mason, 2016). In this sense, tourism management is concerned with managing businesses or companies, or people who work in tourism (Moutinho, 2000). In this research the focus is on tourism management in the context of managing the impact of tourism and tourist flows.

Middleton (1994) defines tourism management as follows: "Strategies and action programmes using and co-ordinating available techniques to control and influence tourism supply and visitor demand in order to achieve defined policy goals" (Middleton cited in Middleton & Hawkins, 1998, p. 84). This definition shows that it is about the techniques and strategies used to influence tourism supply and visitor demand in such a way that tourism crowds do not negatively influence the tourism landscapes/townscapes. Middleton and Hawkins (1998) indicated that tourism management is concerned with procedures to influence the following five variables: access, products, education, location and timing. Access relates to the relative ease or difficulty and associated cost of reaching chosen places. Furthermore, they suggested that there could be too many or too few products in a particular location and perhaps a lack of infrastructure to support certain products. Education is concerned with the awareness of the behaviour of visitors and tourism businesses, and awareness of residents' wishes for the destination. In the context of overcrowding, the management of location and timing are the most important. Middleton and Hawkins suggested in relation to location that there may be too many (or sometimes too few) visitors and tourist businesses in a particular destination. In relation to timing, they indicated there may be too many (or too few) visitors at particular places at particular times of the day, week or month. So, tourism management focuses on ways and means to influence visitors' access, product provision, knowledge, choices of location and timing. Influencing visitors' choices is about ways to persuade tourists and tourism businesses to voluntarily change their 'normal' behaviour (Mason, 2016).

At the heart of almost all approaches to tourism management lies a triangle (see figure 2.1) that shows the three major components that need to be taken into consideration in tourism management: the visitor, the host community and the place (Mason, 2016). These factors are inter-related and impact upon each other significantly. However, it is important to mention that the situation is somewhat more complex as there are more than just visitors and residents interacting with the place (and the environment), such as tourism-related businesses (e.g. hotels, restaurants and transport providers) (Mason, 2016).

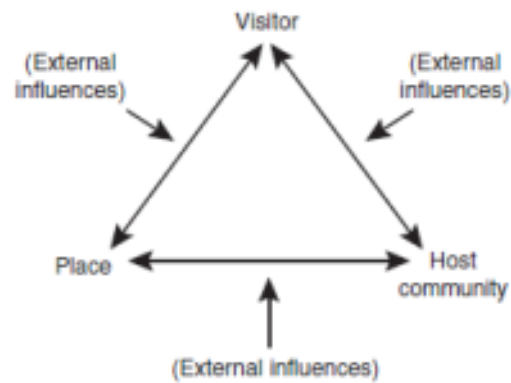


Figure 2.1 Triangle of three major components in tourism management (Mason, 2016, p. 78)

Lefebvre's spatial triad

As just explained, policy is often formulated in order to manage tourists. However, this does not guarantee that the policy has the desired outcomes: the practical outcomes can differ from those aimed for with the policy goals. In other words, policy/tourism management and the use of space do not always match.

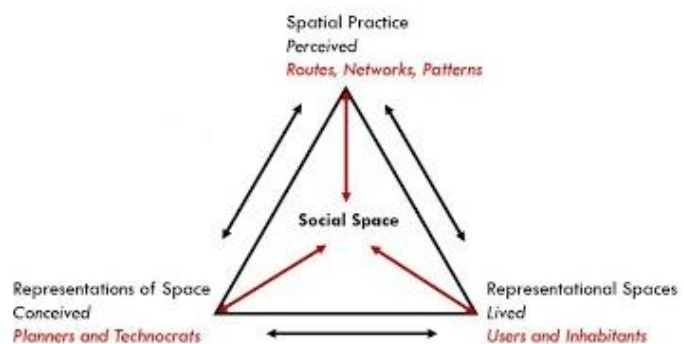


Figure 2.2 Lefebvre's spatial triad (Lefebvre, 1991 in Campbell, 2016)

This fact can be linked to Lefebvre's spatial triad (Lefebvre, 1991), which is a model that provides a framework to recognize the three elements of producing space (see figure 2.2). Lefebvre suggests that space is fundamental to our lived experience of the world, and that every experience is comprised of three interrelated aspects of space: representations of space (conceived space), spatial practices (perceived space) and representational space (lived space). However, these three elements do not always have to be aligned (Watkins, 2005).

The representation of space is the dominant space in society that is constructed out of symbols, codifications and abstract representations (e.g. maps, plans, models and designs). In relation to policy, according to Leary (2009) the representation of space is the technical bureaucratic documents of policy. It is the 'created' space in documents constructed out of symbols. It can be seen as the 'wanted' space, the space that is aimed for in the policy documents. However, this does not mean that this matches the reality.

Spatial practices are the practices that embrace the functions of everyday society. This has three main aspects: first of all, the material environment, including buildings, infrastructure, routes and networks which link up places of work, private life and leisure. Secondly, the daily routine practices of everyday life (e.g. the journey to work), and lastly the socio-economic processes by which the material is reproduced. In other words, it is about the everyday routines and experiences from their own social space. Thus, spatial practices concern the processes of production of the physical built environment and the resulting built environment (Leary, 2009). In relation to policy,

this means that the space can either be used in line with the policy goals or not. When this happens it means that the practical outcomes (and use of space) are different from the policy goals.

The representational space is the spaces of lived experience, which is the space as directly lived through its associated images and symbols and hence the space of the 'inhabitants' and 'users'. In other words, spaces of representation are space as 'directly lived' through images and symbols: forming a representation that overlays physical space. In relation to policy, this refers to how the possible changes (due to policy) are represented in everyday life. Can there be perceived a spreading of visitors in the tourism landscapes? Thus, it is not about material change that can be seen in everyday life, but about the 'symbolic works' (Leary, 2009).

The results of this research will show whether or not the spatial triad framework also applies in this case.

2.3.2 Managing the visitors

As visitors are one of the three components of the triangle an important way to manage the impacts of tourism is managing these visitors. In particular the impacts on the environment can be managed, but also the socio-cultural and economic impacts (Mason, 2016). Mason (2016) makes a distinction between regulating and educating visitors in order to manage them. Regulating visitors is often done through attempts to divert tourists from areas with large volume of tourists, the so-called 'honey pots'. Another regulating approach is about minimising the negative impacts at a popular site by 'hardening' (e.g. resurfacing paths), or by schemes such as 'park and ride'. However, there is a danger that by attempting to improve the quality of the site, this only encourages more visitors to that site. In turn, this will cause more damage (Mason, 2016).

Furthermore, regulation is also about the provision of information and instructions on what can and cannot be done. Educating visitors is complementary to this, as it involves general education about social and environmental factors. In certain situations, a combination of education and regulation is used in an attempt to manage visitors.

Strategies to manage visitors

When looking at different ways to manage visitors, often three main ways are used. The first one is controlling the number of visitors, either by limiting the numbers to match capacity or spreading the number throughout the year (rather than having them concentrated in time in a focused 'tourist season'). For example, Reykjavik's city centre can be busy during the summer. Therefore, the Icelandic government has begun promoting Iceland's winter attractions, such as the Northern Lights and Reykjavik's New Year's Eve fireworks, in an effort to disperse the visitors throughout the year (McKinsey & Company, 2017). The second one is adapting the resource in ways to enable it to cope with the volume of visitors, and hence become less damaged. The third and last one is modifying visitor behaviour and intention (Mason, 2016).

When looking at modifying visitor behaviour and intention, a number of strategies are often used. These strategies are: (1) marketing and general information provision, (2) promotion to bring visitors out of season, to help spread the load, (3) promotion of alternative destinations, (4) niche marketing to attract particular types of visitors, (5) providing visitors with specific information and (6) the use of signs, Travel Information Centres and information points/boards (Mason, 2016).

McKinsey & Company (2017) found multiple tactics to mitigate the problem of overcrowding, which occurs at places that are attracting too many visitors at the same time. The first tactic is building a

comprehensive fact base and updating this regularly. Secondly, establishing a sustainable growth strategy through rigorous, long-term planning would also mitigate overcrowding. Furthermore, also involving all sections of society, commercial, public and social would help. The last tactic is finding new sources for funding.

To match the problems with the solutions provided McKinsey & Company (2017) suggest five tactics to address overcrowding. These are: smoothing visitors over time, spreading visitors across sites, adjusting pricing to balance supply and demand, regulating accommodation supply and lastly, limiting access and activities. An example of limiting access for the tourism mass can be found in Barcelona, where Parc Guell is only accessible for residents and a restricted number of tourists, as only a limited number of visitor tickets is available each day (Dickinson, 2017). Furthermore, Mason (2016, p. 99) also identified smoothing and spreading visitors as tactics for addressing the overcrowding problem. He talks about “controlling the number of visitors – either by limiting the numbers, or spreading the number throughout the year”.

Koens & Postma (2017) have carried out research on managing visitors in an urban context by researching the management of visitor pressure in urban tourism in six major European cities (Amsterdam, Barcelona, Berlin, Copenhagen, Lisbon and Munich). They identified a total of 65 ways/methods of managing visitor pressure, which they grouped into ten overarching strategies:

1. Spreading visitors around the city and beyond
2. Time-based rerouting
3. Creating itineraries
4. Regulation
5. Visitor segmentation
6. Making residents benefit from the visitor economy
7. Creating city experiences that benefit both visitors and local resident
8. Improving city infrastructure and facilities
9. Communicating with and involving visitors
10. Communicating with and involving local stakeholders

It is important to note that these characteristics are generalisations and that there are differences between methods within the management strategies. However, the 65 different ways/methods of managing visitor pressure were grouped to provide structure and clarification.

Smoothing vs. spreading

When there are problems location-wise and time-wise - too many visitors at a certain location at a certain time - overcrowding can happen, which is one of the negative impacts of tourism. This negative impact can be addressed by managing the tourism flows/the visitors. Often used tactics when dealing with or preventing tourism overkill are smoothing and spreading tourists, as part of modifying visitor behaviour (Mason, 2016). Where literature often only speaks about spreading, both in time and across sites, a clear distinction can be made (McKinsey & Company, 2017).

When talking about smoothing, this is used in the context of time: ‘smoothing in time’ (McKinsey & Company, 2017). It is important for destinations facing a degraded tourist experience, overloaded infrastructure, threats to nature, or threats to culture and heritage to develop tactics to ‘smoothen’ the imbalanced influxes of visitors these destinations often suffer from. These imbalanced influxes can happen due to seasonal factors, but also occur between certain days of the week or even a certain time of the day. One thing that can be done to ‘smooth’ the tourists over time

is using technology to nudge visitors in real time: destinations are using technology to help smooth out congestion in real time. Visitors then can tap into real-time data to avoid crowds (McKinsey & Company, 2017).

Smoothing visitors often goes hand in hand with spreading visitors. However, where smoothing is about time, spreading is a tactic that includes efforts to redistribute visitors geographically, both across existing sites and to new destinations. Spreading can help to address and reduce several of the challenges associated with overcrowding, from creating a more even distribution of tourists across residential areas to drawing tourists away from bottlenecks that cause long wait times and strain on infrastructure (McKinsey & Company, 2017). Destinations can pursue spreading initiatives by promoting less visited attractions and developing new routes (Mason, 2016), and spreading can, of course, be advantageous to the destinations that are struggling to attract visitors (McKinsey & Company, 2017). However, achieving a better spread of visitors can be challenging, because many first-time visitors want to see the 'must-visit' sites. Therefore, spreading efforts are often focussed on repeat visitors (Mason, 2016).

2.3.3 Tourism networks

The concept behind tourism management is the concept of 'networks', which is used to suggest a management approach focussing on collaboration and stakeholder engagement (Provan & Kenis, 2008). While, the term network is acknowledged to be complex, by drawing on generic network literature it is possible to identify a range of different types of networks. Classifications could include: network membership, nature of linkages between members, type of exchange or attraction, network function and role and geographical distribution of the network (Morrison et al., 2004). Halme (2001) adds that a key element is cooperation among businesses, governmental bodies or organizations, persons or other entities, in such a way that they are interconnected. Hall (2005, p. 179) defines a network as "an arrangement of inter-organization cooperation and collaboration" and Dredge (2006, p. 270) describes networks as "formal or informal social relationships that shape collaborative action between government, industry and civil society resulting in joint action". The same is shown by Brandsen et al. (2005) in their triangle. They state that the community has opted for a better integration and closer cooperation with the states and markets. Furthermore, they point out that hybrid organisations (the ones in the middle) can be found at different positions within this triangle, and also acknowledge that the 'borders' between various types of organisations within a network can be fuzzy.



Figure 2.3 Cooperation amongst state, community, market and hybrid organisations (Brandsen et al., 2005, p. 752)

From Dredge's (2006) article it becomes clear that networks are also often explained as 'networks of interest', which means that parties with the same interest are forming a collaborative network. In essence networks are characterized by a variety of participants that transcend organizational boundaries and structures. They involve commitment and cooperation by network members to a set of common goals and the sharing of certain views (Dredge, 2006).

Speaking about cooperation, this plays a central role for tourism destination communities as it is a central requirement for sustainable planning and the development of destinations. Furthermore, it is needed for the advancement and realization of projects and for the establishment and operation of destination governance structures (Beritelli, 2011). The concept of 'tourism networks' has seen a rise in popularity over the last decades. This is because tourism is a complex phenomenon and a great diversity of public, private and hybrid parties are involved in tourism providing services, infrastructure, information and primary and secondary tourist products vital for a successful tourism destination. In order to grasp the complexity of managing a tourist destination, the concept of networks is an important one (Van der Zee & Vanneste, 2015). Due to this, a growing body of work has been devoted to uncovering the network concept for tourism development and management (i.a. Albrecht, 2013).

Network theory seeks to improve understanding of the formal and informal organisational structures that span public and private sectors and that shape collective action (Dredge, 2006). A network approach to the tourism industry would help destinations to function in a changing, complex and competitive world (Van der Zee & Vanneste, 2015). Networks function as systems that can help in organising and integrating tourism destinations, can provide benefits for participating tourism firms, enhance destination performance and quality, protect the destination and stimulate the provision of 'wholesome and memorable experiences' for tourists (Zach & Racherla, 2011). The working together in a complex system of simultaneous competition and collaboration requires a well-managed network of public and private stakeholders (Van der Zee & Vanneste, 2015). Traditionally, a distinction has been made between policy networks and business networks. Presenza & Cipollina (2010) describe the former as public-private relations and tourism policy networks and the latter as tourism firm performance and inter-firm relations. Studies focussing on policy networks discovered the network to be about relationships between government, businesses and civil society that shape policy-making, identify issues, share resources and work towards collective action. Business network studies depart from a perspective of a non-hierarchical self-organising network of tourism firms (van der Zee & Vanneste, 2015).

An example of a tourism network can be found in Great Britain, where Visit Britain (the tourist board of Great Britain) has partnered with several other tourism organizations in the United Kingdom to formulate a wide-ranging plan for the sustainable promotion of destinations in the United Kingdom. For London, the plan aims to spread tourists beyond top attractions by inviting them to 'experience the capital like a Londoner' and spend time in the city's outer neighbourhoods (McKinsey & Company, 2017).

The real boost in collaborative network studies in tourism dates back to the late '90s with the work of Jamal and Gertz (1995) on stakeholder collaboration, Tremblay (1998) on the economic organisation of tourism, and Hall (1999) on public-private governance relationships. All these papers reflect on the applicability of a network perspective on tourism (Van der Zee & Vanneste, 2015). According to Wang & Fesenmaier (2007) network participation leads to organisational learning, social capital creation and the formation of communal business strategies.

Lemmityinen & Go (2009) turn the relationship the other way around as they take a different position towards the outcomes of network participation. They state that when tourism stakeholders in a certain destination are able to create a network of collaboration, further cooperation between tourism firms can be a network outcome. This cooperation then can lead to the creation and diffusion of joint knowledge, increasing individual firm performance and destination performance,

the integration of the tourism sector and the offering of an integrated tourism experience for visitors (Van der Zee & Vanneste, 2015). In other words, Van der Zee & Vanneste (2015, p. 52) say: “Increasing levels of cooperation are an important outcome of tourism networks, which are depicted as a fluid, evolving, horizontal web of stakeholder interactions with one or more common goals”. According to Keijzer (2018) the effective management of tourism requires cooperation from all parties: national, regional and local authorities, civil organizations and entrepreneurs.

Where a management strategy based on control or other power-based means is not possible, gaining competitive advantage should be sought through the formation of networks consisting of less-formalized relationships based on trust, reciprocity and inclusive governance (Van der Zee et al., 2017). In the context of tourism, these networks can be witnessed through the emergence of destination management organizations (DMOs) and other tourism organizations rebranding themselves as ‘network organizations’ (Van der Zee et al., 2017). Since destination managers in general have limited coercive power over the manifold number of entities making up the destination and determining the tourist experience, coordination and quality management by DMOs is a difficult task. However, DMOs are currently shifting from a position of marketing destinations and attracting visitors to actively managing destinations to improve the quality of the tourist experience, ensuring the quality of the destination and improving destination competitiveness (Van der Zee et al., 2017). Literature also shows how tourism networks can contribute to a sustainable use of resources that are vital for the tourism destination (Erkuş-Öztürk & Eraydin, 2010).

2.4 Conceptual model

The information derived from the literature review in the previous theoretical framework has been illustrated schematically in the conceptual model, presented below.

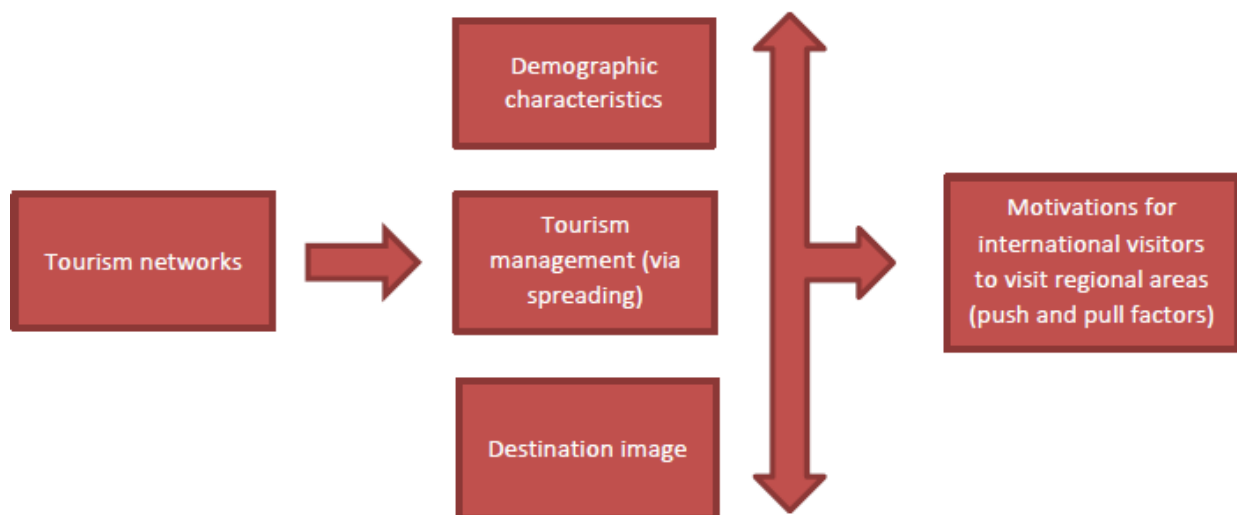


Figure 2.4 Conceptual framework

The context of this conceptual model is the growing worldwide tourism industry, which has been experienced over the last couple of years in different countries (Bremner, 2006). The growing number of travellers who visit destinations all around the world has, among positive impacts, negative consequences, such as a growing pressure on the common pool resources, the (urban) tourism landscapes (Briassoulis, 2002; Bremner, 2016). Specifically, cities all over the world are experiencing growing pressure (e.g. Venice, Barcelona and Amsterdam) (Giuffrida, 2017; de Nijs &

Zevenbergen, 2014; Coldwell, 2017), as growth has inevitably involved urban environments (Ashworth & Page, 2011). Due to the pressure they have experienced, cities are trying to manage tourism (and thus visitor flows) in their urban environment. Cities do this by controlling the number of visitors, adapting the resources and/or modifying visitor behaviour (Mason, 2016). In order to mitigate the situation of overcrowding, which can occur when there are too many tourists, multiple tactics are used in cities. Among those tactics are limiting access and activities, smoothing visitors over time and spreading visitors across sites outside the mainstream 'hotspot' areas (which are often located in the city centres) (McKinsey & Company, 2017; Koen & Postma, 2017). Behind this tourism management are the tourism networks, which are formal or informal social collaborations between different tourism parties (Dredge, 2006).

So, on the one hand, when international visitors decide to travel somewhere (either the hotspots or the non-mainstream areas) the tourism networks and management come in to play. On the other hand, however, these international visitors have certain reasons for this: from research it seems that 'motivation' is a common concept that recurs as the answer to the question of what drives people to travel (Mason, 2016; Pearce & Lee, 2005). These motivations can be influenced by certain factors: demographic characteristics (e.g. age, sex, education) (Romao et al., 2015), destination image (Beerli & Martín, 2004) and certain tourism management strategies, such as spreading policies making use of the instrument of destination promotion (McKinsey & Company, 2017; Koen & Postma, 2017). All these factors can influence visitors' motivations and attract them to certain destinations. An often-used framework to measure motivations is the push and pull framework, which divides motivations into two groups (Božić et al., 2016). In turn, planning, management and marketing of tourism can anticipate the motivations of certain types of tourists, as tourist typology information allows managers to address different motivations, experiences and impacts of tourist types (Hvenegaard, 2002).

More specifically, on the one hand this research will focus on the tourism networks and tourism management framework in the Netherlands. On the other hand, it will research the motivations international visitors have to visit the Amsterdam area (Metropolitan Region Amsterdam) instead of the city centre. Amsterdam is one of the cities that is experiencing a growing pressure on its environment in such a way that the influx of tourists requires management (Keijzer, 2018). Amsterdam is attempting to manage visitors via the tactic of spreading. However, Amsterdam does not do this on their own, as they are working together with other parties (i.e. Amsterdam Marketing and the MRA). These parties together form the tourism network of the Netherlands, which is therefore interesting to look at. Furthermore, as it is often stated that the areas outside the centre attract more visitors since the implementation of the spreading policy, this research has as its main goal to research to what extent this spreading policy actually influenced the motivations of international visitors, and what possible other important motivations visitors have to visit these areas.

The results of these examinations will give an overview of what motivations (both push and pull factors) international visitors have to visit the region of Amsterdam and what other factors influence this. The different research methods used to achieve these results will be discussed in the next chapter.

3 Methodology

This chapter discusses the research methods used to achieve the goal and answer the main research question: *‘What motivates international visitors to visit a location outside Amsterdam’s city centre and to what extent is this motivation influenced by personal factors and policy?’*. There was chosen for a combination of interviews and surveys, which are executed in the Metropolitan Region Amsterdam, with the Zaanse Schans as case study. The quantitative data collection resulted in 101 completed surveys.

3.1 Research area

3.1.1 Metropolitan Region Amsterdam (MRA)

Before starting the empirical fieldwork a research area was chosen in the Netherlands, in order to be able to obtain in-depth information on a specific area. The case of this research had to meet two criteria. First of all, it had to be an area that is coping with overcrowding and second of all, there had to be designed policy in order to manage the overcrowded places. Based on these criteria the Metropolitan Region Amsterdam (MRA) was a logical choice in the Netherlands as Amsterdam is the major tourist city in the Netherlands (van Loon & Rouwendal, 2017). The topics of coping with a growing number of international visitors and overcrowding were particularly highlighted in the extensive number of news articles on the tourism problems Amsterdam is facing. Amsterdam is trying to manage the growing number of international visitors with the help of spreading policy, which attempts to divide and spread the visitors in the region after they have visited Amsterdam’s highlights. The region in which this policy applies is called the Metropolitan Region Amsterdam (MRA), also referred to as the Amsterdam (Metropolitan) Area (see figure 3.1).

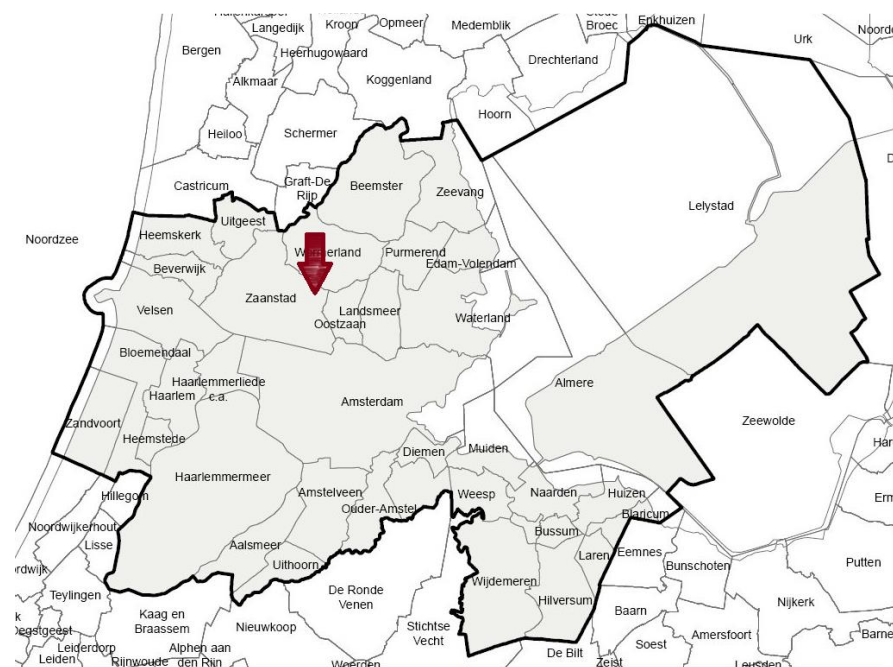


Figure 3.1 Metropolitan Region Amsterdam (MRA) (Metropoolregio Amsterdam, n.d.a)

The metropolitan region comprises a varied area and extends from IJmuiden to Lelystad and Purmerend to the Haarlemmermeer. Within the region are found two airports, seaports, the financial centre of the Netherlands, the flower auction of Aalsmeer, Media Valley and multiple clusters of creative companies. In addition, the region is characterized by numerous attractive

historic cities and a large scenic variety (MRA, n.d.a). All of these qualities are used in the tourism management and promotion of the MRA. The red arrow on the map shows the location of the case study of this research, the Zaanse Schans, which will be introduced in the next paragraph.

The Metropolitan Region Amsterdam (MRA) is a partnership between the Provinces of North-Holland and Flevoland, 33 municipalities and the Vervoerregio Amsterdam (which is a partnership between fifteen municipalities in the field of traffic and public transport). Together, these parties form a network to work together on spatial-economic development, with a shared vision of a powerful and innovative economy, faster connections and sufficient and attractive space for living, working and recreation. This cooperation at a regional level is needed to tackle social, spatial and economic issues that exceed the municipal boundary (MRA, 2018_a). This also applies to tourism, as tourism is a cross-border phenomenon and requires cross-border cooperation between different parties (Interview MRA, 2018). To ensure optimal cooperation, addressing the topics at the level of the sub-regions is combined with coordination at the regional level of the MRA in the form of a strategic agenda. The collaboration in the MRA partnership is supported, facilitated and improved by the MRA Bureau, an official organisation that started on 1 January 2017 (MRA, n.d._d).

The aim of this research, which is finding out what motivations international visitors have to visit areas outside the city centre and to what extent the spreading policy has influenced this, is therefore met in the area of the Metropolitan Region Amsterdam. To collect the necessary data, both interviews and questionnaires are conducted in the research area.

3.1.2 The case: Zaanse Schans

Within the MRA, one location was chosen to conduct the questionnaires. The first criterion for the case was that it had to be located in the regional area to which the spreading policy applies, the MRA. This meant that the area had to be located within a radius of approximately 30 km from the inner city. Secondly, as it is often stated that different regional locations (some more than others) are attracting more visitors since the implementation of the spreading policy, it was interesting to look at the locations that are the most successful in those attracting visitors (see figure 3.2).

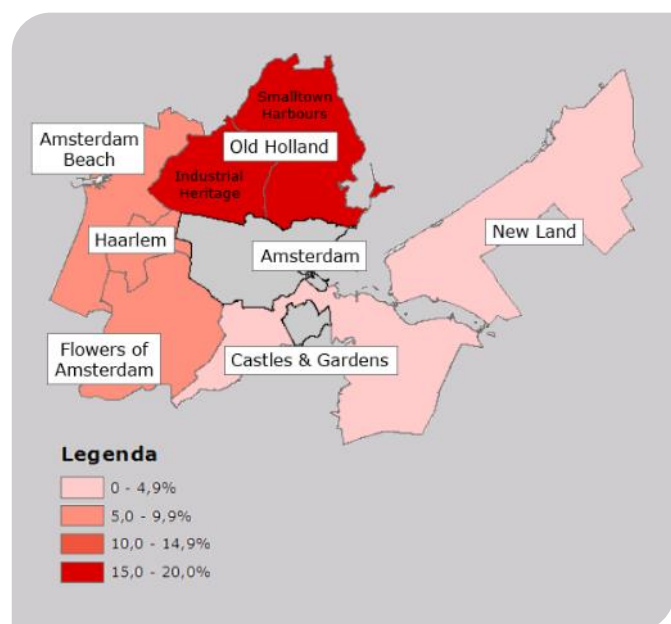


Figure 3.2 Increase in visitors in 2015, compared to 2011 (I Amsterdam, n.d._b)

Based on these criteria the following locations were considered as suitable research areas:

- Haarlem
- Amsterdam Castle Muiderslot
- Keukenhof
- Zandvoort (Amsterdam Beach)
- Volendam
- Marken
- Zaanse Schans

Initially, Amsterdam Castle Muiderslot, which is part of the Castles & Gardens theme-area, was chosen. As this was the only case where multiple documents stated that the number of visitors has

increased since the name the castle name was changed as part of the spreading policy, from Muiderslot to Amsterdam Castle Muiderslot, this seemed a suitable subject (Amsterdam Marketing, 2016 & 2018). Unfortunately, the Muiderslot did not want to cooperate in this research. Therefore, as the Muiderslot is not a public area, the questionnaires could not be conducted at the castle.

As the Muiderslot was not willing to help another location had to be chosen. Looking at the list of possible locations, one that is part of the theme-area 'Old Holland' was chosen as it is often stated that this is the area that attracts most visitors since the implementation of the spreading policy (Amsterdam Marketing, 2016 & 2018).

As they are within the Old Holland area and are the best two locations that have attracted the most visitors since the start of the policy, with a 19% growth of visitor numbers (Amsterdam Marketing, 2016_a), both Volendam and the Zaanse Schans locations could have been suitable for this research. Ultimately, the Zaanse Schans was considered as the most suitable area to conduct the questionnaires. As the decision was made to conduct the questionnaires physically, it was considered beneficial to choose an area with a clear recognizable entrance and a slightly clustered and compact area in order to concentrate the visitors in that one area. As the Zaanse Schans meets these criteria, while Volendam does not, the Zaanse Schans was chosen for the case within the research area of the Metropolitan Region Amsterdam.



Figure 3.3 The Zaanse Schans (own picture)

The Zaanse Schans (see figure 3.3) is a residential area in which the 18th and 19th centuries are brought to life. It is a unique part of the Netherlands, full of wooden houses, mills, barns and workshops, and is located only 20 minutes from Amsterdam. It is interesting that the Zaanse Schans has seen a growing number of visitors over the last couple of years. In 2015 a growth of 20% in comparison to 2014 was seen, and again in 2017 a 20% growth was seen compared to the year before (Pretwerk, 2018). Furthermore, in 2017 it was the most visited day attraction with almost 2 million international visitors. In the coming years the Zaanse Schans expects a growth to an annual number of 3 million visitors (NBTC, 2018_b). As this is not about a small numbers of visitors, the expected growth is also recognized by the foundation 'Zaanse Schans', which manages the area. Therefore, they have drawn up an action plan, focussing on spreading and canalizing the visitor flows around the Zaan area. This is for example done by connecting the Zaanse Schans with the city centre of Zaandam (Zaanbusiness, n.d.). The need for these measure suggest that the Zaanse Schans is not an 'under-visited' area, on the contrary, also at the Zaanse Schans overuse occurs at certain times (NH Nieuws, 2018). This fact is acknowledged by Amsterdam Marketing which states that *"As a consequence of the policy, in some areas the number of visitors has grown so strongly that there also emerges a discussion on the endangering of a balanced environment in for example, the Zaanse Schans, Volendam and Marken"* (Amsterdam Marketing, 2016_a, p. 12). This makes it even more interesting to investigate the international visitors' motivations to travel to the Zaanse Schans.

3.2 Data collection

3.2.1 Triangulation

As previously noted, in order to fulfil the goal of this research, both interviews and questionnaires were used to obtain the necessary data. A combination of research instruments was chosen as this research consists of two parts. The first part gives an in depth overview of the tourism networks and tourism management strategies in the Netherlands, based on document analysis. In order to strengthen this chapter, interviews were conducted with the Program Manager Tourism of the MRA, the Manager of the Research and Analysis department of Amsterdam Marketing and the Project Manager Tourism of the municipality of Amsterdam. An attempt was also made to set up an interview with someone from the NBTC Holland Marketing, but unfortunately that did not work out. The conducted interviews were used in order to get empirical insights into the tourism networks and tourism management on different scale levels in the Netherlands. To solve the ethical issue with regard to the privacy of the interviewees, they were first of all asked if they were okay with the fact that the information of the interview was going to be used in a report that is going to be published. Secondly, they were asked under which title and/or name they wanted to be mentioned in the thesis in order to give them the opportunity to decide about their privacy.

Other than the interviews, helpful insights were obtained for analysing the (policy) documents. The analysed (policy) documents are:

- On a national level
 - Trendrapport toerisme, recreatie en vrijetijd 2017
 - Holland Branding & Marketing Strategy - Holland2020
 - Holland Brand Guide
 - Ontwikkelingen in de toerismesector en aanpak spreiding van toerisme (government letter)
 - Toerisme in perspectief 2018
- On a regional level
 - Projectplan Amsterdam Bezoeken, Holland Zien 2017-2020
 - Spreiden van internationale bezoekers naar de Metropool Amsterdam – Amsterdam Marketing
 - Strategische Agenda Toerisme in de MRA 2025
 - Samenwerken aan de toekomst in de MRA 2018
 - Bezoekersonderzoek Metropool Amsterdam 2016 (Amsterdam Metropolitan Area Visitors Survey 2016)
- On a local level
 - Stad in Balans startdocument
 - Stand van de Balans – Amsterdam 2016
 - Voortgangsrapportage Stad in Balans 2017
 - Ambitie, doelen en indicatoren (appendix of Stad in Balans)
 - Strategisch plan 2016-2020
 - Een nieuwe lente en een nieuw geluid - Coalitieakkoord Amsterdam 2018

In addition to analysing these document, websites on tourism and policy in the Netherlands, the MRA and the municipality of Amsterdam were also consulted. The derived information from the websites, documents and interviews were put together in an informative empirical chapter (chapter

5), which answers the first sub-question of this research: *what is the tourism management framework at national, regional and local level in the Netherlands and what is the management strategy?*

3.2.2 Survey research

The second part of this research is about answering the remaining sub-questions and finding out what has motivated international visitors to visit the region and to what extent the spreading policy has influenced this. In order to research this, questionnaires were seen as the most suitable research instrument. As previously mentioned, the questionnaires were conducted at the Zaanse Schans, part of the Old Holland thematic area within the MRA.

As the spreading policy of the MRA focusses on international visitors, and because the goal is to better understand the motivations of international visitors to travel outside Amsterdam's city centre and the influence of the spreading policy on their decision making, the most obvious research group are the international visitors themselves. Once it had been decided that the international visitors of the MRA would be the target group, the question was what would be the best way to question those international visitors about their motivations? As tourists often have a tight schedule and do not have a lot of spare time for anything other than tourist activities, qualitative research (e.g. interviews) did not suit this research. As qualitative research often requires an appointment or a longer period of free time in order to collect the data, and taking into consideration the target group, this research method was not chosen. Therefore, looking at the time schedule of international visitors, a quick and efficient method was needed. Questionnaires are suitable for measuring the perceptions, opinions, feelings and motivations of individuals (Korzilius, 2008), which is the main aim of this research. Furthermore, as questionnaires can be short but all-encompassing and result in a broad picture of a phenomenon (Verschuren & Doorewaard, 2016) they were chosen as a data collection method.

A survey research was chosen as it can be used for research that includes a large number of research units. This is also one of the strengths: as most of the research includes a large number of research units, there is a high external validity, which means that generalization of the results is possible (Korzilius, 2008). This number of research units also contributes to high level of reliability. Furthermore, survey research has a broad reach, as it includes a comprehensive overview of themes and is a fast way of carrying out research, rather than a time consuming one.

However, as with all research, there are also limitations that need to be reported. As survey research is often quite broad, this can be seen as a strength, but on the other hand it can also be seen as a weakness/limitation, as it may limit the in-depth information obtained (Korzilius, 2008). Another limitation can be the internal validity, as the options to check the answers are limited, which influences the quality of the conclusions. The ability to generalise can be limited as the results are often based on a case study. Klumper (2014) states that it can be problematic to make conclusions about a larger entity or similar cases, on the basis on the results. However, this does not mean that results derived from a case study are not valuable.

Random sampling

Researchers are in most cases interested in finding results that can apply to the entire population, and a population can be general or very narrow, depending on the nature of the research (Field, 2015). With regards to questionnaires, they are designed to produce statistics on a target population,

but as it is often impossible to research the whole population, answers are often provided by a (as large as possible) sample of respondents that is representative of the whole population, as also applies to this research. According to Black and Champion (1967), samples represent a portion of elements taken from a population, which is considered to be representative of the population. The key to good sampling is giving (nearly) all population members the same chance of being selected (Fowler, 2014). As a random sample is the best way to guarantee a representative image of the total population (Verschuren & Doorewaard, 2016), this was chosen as the sampling method for this research in order to give every international visitor of the Zaanse Schans the same chance of being selected.

Estimating the perfect sample size for the research is not a simple task. For this research, it was a challenge, as every single person visiting the Zaanse Schans could be a tourist, which makes the entire population very big and almost impossible to test. As cited in Sekaran (2003, p. 295), sample sizes larger than 30 but smaller 500 are appropriate for most research designs. As it is important that the international visitors are representative of the whole target group (all international visitors that visit the areas outside Amsterdam's city centre), the aim was to let as many international visitors as possible fill out the questionnaire in the given time period. In order to attract respondents, visitors were told that they would be rewarded with a keychain of a typical Dutch wooden shoe. Eventually this resulted in 101 respondents. In general, the rule is that the bigger the sample, the more likely it is to reflect the whole population (Field, 2013).

Despite the fact that this research was based on a random sampling, there were two conditions for the respondents. They had to be international (not Dutch) and they had to have visited the Zaanse Schans as part of their trip to the Netherlands. The latter was not a problem, as all international visitors were asked to fill in the questionnaire while at the Zaanse Schans. For the first condition, in order to make sure the respondents were not Dutch, the following question was asked in English: 'Are you from the Netherlands?'. When the visitors answered 'No', they were asked to fill out the questionnaire, which was designed in English. If visitors did not have time to fill in the questionnaire, but were willing to later, they were given a small card (see appendix III), which included a link to the questionnaire online and a QR-code. In the end, the final selection of respondents appeared to be less random than was aimed for, as the profile of the respondents corresponds with that of the researcher herself. The researcher is aware of this and will further reflected on this in the final chapter.

The questionnaire

The questionnaire (see appendix II) was designed with the help of the program called Checkmarket, as this was seen as the most suitable program based on the options it offered compared to other programs. The questionnaire consisted of six sections: it started with a short introduction, after which the first section included questions on motivation. These were mainly close-ended questions using a five-point Likert-scale with values from 1 (not at all important) to 5 (very important). These questions were based on the framework of Božić, et al. (2016) to find out what has motivated the international visitors to visit the Zaanse Schans. The second section consisted of questions about the importance of the multiple dimensions of destination image, derived from the model created by Beerli & Martín (2004). After these questions, respondents were asked about their visit to the Zaanse Schans, including questions on the spreading policy and the campaign Visit Amsterdam, See Holland. The second to-last section consisted of questions about the respondents' visit to the Netherlands and

Amsterdam. The questionnaire ended with some general questions on demographic characteristics, such as age and sex, as it is possible that motivations can differ per tourist type and demographic characteristics can play a significant role (Romao, et al., 2015).

When designing the questionnaire, the researcher tried to make it as short as possible, while still asking all the necessary questions in order to fulfil the goal of this research. The reasoning behind this was that it is likely that international visitors have limited time and do not want to fill out a long questionnaire. Two tablets were used for filling out the questionnaire, in order to speed up the process. As a back-up, some printed versions of the questionnaires were also brought along to provide the opportunity for more than two people to fill in the questionnaire at the same time. The printed versions were also a back-up should the tablets fail to function. Visitors who filled out the questionnaire were given a small Dutch souvenir in the form of a keychain as a thank you.

The ethical issue with regards to the privacy of the respondents has been tried to solve by making the questionnaire anonymous in the sense that no contact details, names or other personal information were required. Furthermore, the respondents had the possibility not to participate in the survey if they did not want to.

3.3 Data analysis

After the primary quantitative data had been obtained, the results were analysed with the help of the statistical computer program SPSS. As the questionnaires were designed with the help of the program Checkmarket, the results could easily be downloaded in a SAV file, which could be opened in SPSS. Once the data-set was downloaded in SPSS, all answers were double checked, especially the two open-ended questions. These questions were checked and if needed adjusted in order to make sure all answers were entered in the same way. For example, for the question 'What is your country of origin?' some people entered 'America', while others entered 'US' or 'USA'. In order to make it possible to analyse this question, the answers were changed to USA. Furthermore, before starting the statistical analyses, the obtained data was checked for any missing values. An attempt to minimise as much as possible the number of missing values had already been made when the questionnaire was designed. As the questionnaire was conducted with the help of an online program, the settings were set in such a way that respondents could not answer the next question if the previous questions had not been answered. However, some respondents filled in the questionnaire on paper. In order to prevent missing values on paper, close attention was paid to whether the respondent filled in every question. In the end, this resulted in a data set with no missing values for any question.

After the questionnaires had been checked, the data analysis could start. The results of the statistical analyses are discussed in chapter 6 "Tourists' motivations to visit the Zaanse Schans". In order to provide a structured empirical chapter, analyses are divided by sub-question. However, before starting these, descriptive statistics were given in the form of frequency tables on the characteristics of the 101 respondents. This is done in order to present an overview and to get a better picture of the profile of the respondents. After this, the second section of this chapter consisted of an exploratory factor analysis to see if the multiple questions asked about motivations could be clustered into smaller groups (factors) and thus reduce the amount of data. After this the analyses per sub-question started, which included analyses such as T-tests, One Way ANOVA tests, Linear Regression Analysis, Correlation Analysis, Mean Scores and Frequency Tables. These multiple

different tests were chosen since the goal of this research is to test different relationships, which requires a variety of tests.

3.4 Conclusion

Taken together, the qualitative method used has resulted in an in-depth overview of the tourism management framework in the Netherlands. It has made clear how different parties form a network together, in order to manage the tourism flows. Furthermore, the multiple strategies used for this management have been investigated. In addition to this, the quantitative research method used resulted in a descriptive and analytical statistical overview of what has motivated international visitors to visit areas outside Amsterdam's city centre, in particular the Zaanse Schans. Furthermore, the analyses have shown to what extent these motivations are influenced by the spreading policy, demographical characteristics and destination image.

4 Tourism networks and tourism management in the Netherlands

This chapter presents the first part of the empirical findings, based on the document analysis and the conducted interviews. This chapter discusses the tourism management framework and tourism networks in the Netherlands, and is divided into two sections. After a short introduction, the first section will focus on the tourism networks, after which the second section will zoom in on tourism management (strategies). More specifically, the tourism management tactic ‘spreading’ (introduced in section 2.2.4) is discussed in the context of the Netherlands. This chapter will end with a conclusion and some critical notes.

4.1 Growing tourism industry

Due to the improving world economy and the growth of the middle class, global tourism has grown considerably in recent years. The United Nations World Tourism Organization (UNWTO) has predicted that the number of travellers worldwide will continue to grow from 1.2 billion in 2015, to 1.8 billion in 2030 (Keijzer, 2018). If the UNWTO is right, this growth will continue, including within the Netherlands. With this in mind, the Dutch State Secretary for Economic Affairs and Climate, M. Keijzer, states in her letter (2018) that if tourism in the Netherlands shows the same growth as the UNWTO has predicted, this will mean that in 2030 there will be 7 million additional foreign visitors compared to 2015.

When looking at the number of tourists visiting the Netherlands in the past couple of years, growth can already be seen (see figure 4.1). The number of foreign visitors shows an increase of 13% from 2016 to 2017. In this year, most of these international visitors went to places located in the North-Holland province. In particular the capital, Amsterdam, was the most important tourist attraction. It is partly because of this that North-Holland is the only province that attracts far more foreign than Dutch visitors (CBS, 2018).

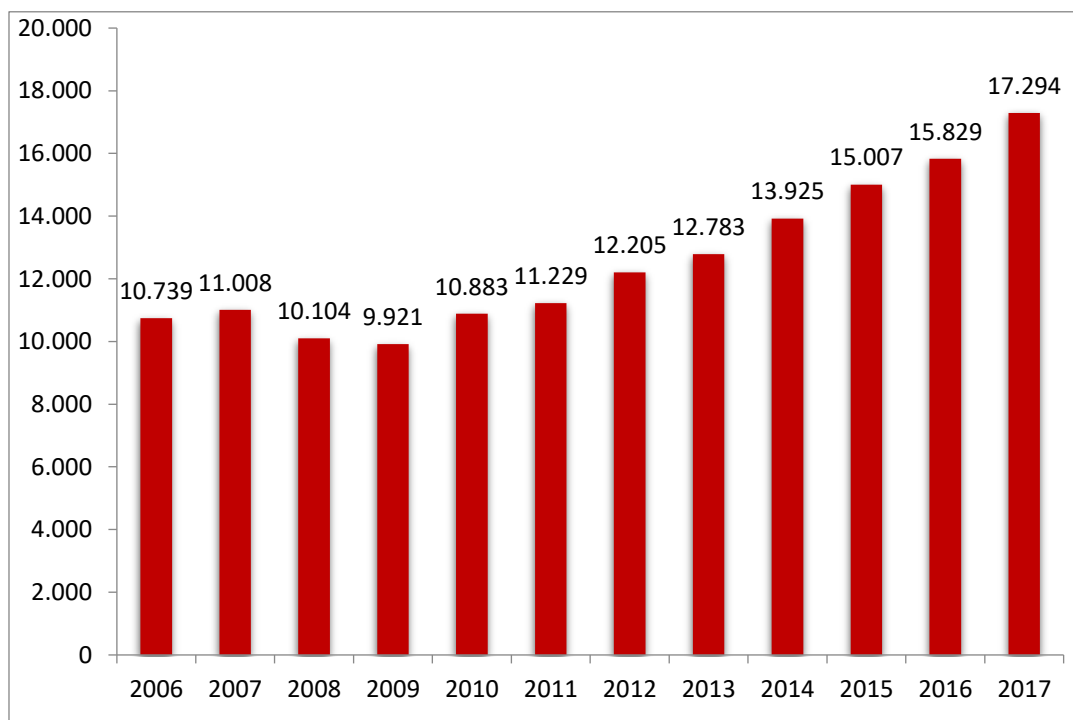


Figure 4.1 Number of international visitors in the Netherlands (x 1.000) (NBTC, 2018)

Due to the already visible and further predicted growing influx of tourists, the Dutch government wants to use the economic opportunities offered by tourism, both at national and regional level as well as on the local level. As tourism is an important economic sector, the government has drafted tourism policy, with three main goals: attracting more tourists to the Netherlands, sustainability and entrepreneurship (Rijksoverheid, n.d.). However, besides the economic opportunities tourism brings, it can also exceed the capacity of the municipalities and regions (Keijzer, 2018). To prevent a situation where too many visitors visit the same place at the same time, a balance between residents, visitors and companies needs to be assured (MRA, n.d.). This can be done with the help of tourism management, focussing on the management of tourism impacts and the interaction of tourists with the physical resources and residents (Mason, 2016). Moutinho (2002) describes it as a matter of fact that management is needed in order to manage the resources for tourism. To clarify: tourism management is not making an attempt to avoid tourists, rather it is focussing on ways and means to influence visitors' access, product provision, knowledge, choices of location and timing.

Looking at the Netherlands, a misbalance is being prevented with the help of tourism management at all levels (national, regional and local). This means that strategies are used to control and influence the tourism supply and visitor demand in order to achieve the defined policy goals in a balanced way. However, effective tourism management does not get off the ground with only one party. Therefore, multiple parties often work together on managing tourism by forming a network. As Keijzer (2018) states, effective management of tourism requires cooperation from parties: national, regional and local authorities, civil organizations and entrepreneurs. Forming these networks results in an increasing level of cooperation between stakeholders with one or more common goals (Van der Zee & Vanneste, 2015). The tourism networks in the Netherlands are going to be discussed in the next section.

4.2 Tourism networks

The organisation responsible for the marketing of the Netherlands as a touristic destination is the Nederlands Bureau voor Toerisme & Congressen (NBTC Holland Marketing). However, this organisation does not operate alone and works together with other parties. First of all, the NBTC is subsidised by the government, specifically the ministry of Economic Affairs and Climate as the NBTC markets the Netherlands on behalf of the government.

Secondly, the NBTC uses a collaborative model for marketing the Netherlands, which connects all kinds of public and private parties in the hospitality sector and beyond. Examples of these parties are: GastVrij Nederland, KLM, Schiphol, Koninklijke Horeca NL, ANVR and VNO-NCW. This model is not only used nationally as the NBTC also operates in Germany, Belgium, United Kingdom, France, Spain, Italy, Scandinavia, North-America, Japan, China, Russia, Brazil and Southeast-Asia. The NBTC has chosen to work with these countries as research has shown that these countries generate the most visitors and spending for the Netherlands. Therefore, these countries are NBTC's target markets. Due to this collaboration, the NBTC also has an office in each of these countries in order to promote the Netherlands in an effective way. As a result, the NBTC markets the Netherlands both nationally and internationally together with public and private parties, on behalf of the national government.

One other party the NBTC cooperates closely with is the Metropolitan Region Amsterdam (MRA) (see box 1 for historical information).

Box 1 The Noordvleugel van de Randstad

The MRA collaboration started in 2007, as successor of the 'Noordvleugel van de Randstad', which by then was the urban region of Schiphol-Amsterdam-Almere-Utrecht. As this area also included Utrecht, which the current MRA does not, it was also referred to as 'Grote Noordvleugel' (Large Noordvleugel). The current MRA was by then called 'Kleine Noordvleugel' (Small Noordvleugel). Before the area was called 'small Noordvleugel' it was referred to as Regionale Samenwerking Amsterdam, which was an informal cooperation between different municipalities, provinces and Vervoerregio Amsterdam. In 2007 the cooperating partners of the Noordvleugel thought about the future of the area, and came to the conclusion that the area had to develop itself further in order to compete with other European metropolitan areas. This required more cooperation and coordination and this was realized under the name of Amsterdam Metropolitan Area (Gemeente Amsterdam, 2008).

These two parties are working together in order to make their national and regional strategies mutually reinforcing and as effective as possible. How these strategies are aligned will be discussed in the next section. As the MRA is a regional governance structure, it can be seen as a network itself, in which multiple parties are working together to manage the incoming tourists. The MRA structure is made up of two provinces, 33 municipalities (including the municipality of Amsterdam) and Vervoerregio Amsterdam (the partnership that deals with public transport issues in the region and the accessibility of the region), which collaborate based on a shared vision on regional development. Furthermore, the MRA is officially supported by the so called MRA Bureau, which coordinates and initiates the collaboration between the parties of the MRA. The MRA Bureau does not have its own legal personality, and does not employ people. Everybody who works for the MRA Bureau is seconded from one of the collaborating MRA parties (MRA, n.d.).

Within the MRA partnership, the municipality of Amsterdam is an active and responsible MRA party. The municipality has decided to become part of the MRA as they believe that the daily urban system exceeds the administrative boundaries. Therefore, the municipality coordinates its plans with the regional partners, provides capacity for the implementation of the MRA Strategic Agenda (which will be discussed in the next section), contributes to the review of this agenda and works together with the government and region. This is the aim of all partners of the MRA as they develop and execute action plans together on issues concerning living, mobility, sustainability and economy, as these issues often exceed the municipal boundaries. Even though decisions are made in collaboration, each individual municipality of the MRA partnership is responsible for the implementation of these decisions. In this respect, each party is equal and there is no hierarchy. According to the MRA representative: *"Tailor-made approaches for each area are needed in order to develop a balanced and accessible area with an interesting product for the international visitor"* (Interview, 2018). The municipality also has close contact with the Ministry of Economic Affairs and Climate, and together they try to put certain things on the EU-agenda in order to have good conversations with partners in other EU-cities.

Another party included in the tourism network of the Netherlands is Amsterdam Marketing, the non-profit city marketing organisation for the metropolis of Amsterdam. This organisation cooperates closely with the municipality of Amsterdam as they market the metropolis locally and regionally on behalf of the municipality, which is supported with the help of subsidies. Both NBTC and MRA work closely together with Amsterdam Marketing in the areas of research & data and marketing activities. Furthermore, Amsterdam Marketing also participates in the HollandCity Marketing Council, in which

the NBTC together with a number of other regions and cities is working on a Delta Plan for the destination the Netherlands. Besides this, the NBTC and Amsterdam Marketing have taken the initiative to discuss the topic of the increasing number of tourists with a broad representation of stakeholders from the tourism industry. On this so-called 'Balance in the city' platform, representatives of entrepreneurs, hoteliers, catering, police, transporters, tour operators, museums and tourist attractions have put together measures that can contribute to a better balance in the city for visitors and residents (NBTC, n.d._e). Lastly, the MRA also uses the expertise of Amsterdam Marketing, as the metropolitan area is being promoted with the help of this organisation. For this, Amsterdam Marketing designed and developed a campaign, which is discussed in the next section.

In short, the NBTC Holland Marketing, the Metropolitan Region Amsterdam (MRA), the municipality of Amsterdam and Amsterdam Marketing are forming a network in which they collaborate closely with each other in order to manage tourism on national, regional and local level. Where every party has its own goals, geared to the level in which they operate, the parties also work together to achieve their shared goals. As described in chapter 2, networks suggest a management approach focussing on collaboration and stakeholder engagement by a variety of participants that transcend organizational boundaries and structures (Provan & Kenis, 2008; Dredge, 2006). When we compare the theory with the practical example of the Netherlands, we can see that the Dutch network is about cooperation among government, industry and civil society, who share a set of common goals and certain views with regards to the management of tourism. The same is found in the literature by, for example Brandsen et al. (2005), who have put the cooperation between the state, the community and market in a triangle. This also includes the hybrid sector, which has fuzzy boundaries when it comes to categorizing it in one of the three sectors.

However, some contradictions within the network can also be found (which will be discussed in the next section). Interestingly, the shared goals are not drawn up in an overarching policy document that applies to all three scale levels, rather these parties have acknowledged the fact that it is important to work together and align the individual policies. Together these parties form an interest network to shape joint action.

The literature also makes a distinction between two types of networks, namely: policy networks and business networks (Presenza & Cipollina, 2010). Looking at the Dutch network, this corresponds most closely to the policy network as this is about public-private relations between government, business and civil society, who shape policy making, rather than about inter-firm relations (as is with the business network). Not only can the entire Dutch network be seen as a practical example of what is stated in the literature on networks, but the Metropolitan Region Amsterdam itself is also a typical example of a tourism network. Together, 36 parties form a partnership wherein they are working together towards the shared goals, which are drawn up in the Strategic Agenda Tourism 2025 of the MRA.

The network with the corresponding management strategies, is systematically shown in figure 4.2. The strategies are discussed in the next section.

tourism markets by translating the interests of visitors into distinctive, typically Dutch products, which are the so-called Holland Passions. These passions are: water, flowers, coast, Dutch art (Dutch Masters), Dutch heritage, creative sector and bicycles. These passions are used to promote the typical Holland abroad, in turn attracting visitors to the Netherlands (NBTC, n.d.c.).

Furthermore, in order to optimize the Holland Branding & Marketing strategy, the NBTC has identified target groups to attract visitors in an easier way. These target groups are translated into personas, which are based on the lifestyle segmentation-model 'Mentality International', where it is all about someone's personal lifestyle. As explained in the theoretical framework, in a marketing context distinguishing (tourism) typologies can help to satisfy the differing needs of each typology. Furthermore, it can help to explain why certain people are attracted to specific destinations, which in turn can result in useful insights in how to attract more visitors in an as effective way as possible. Focussing on target groups divided by typologies can thus be beneficial for the planning, management and marketing of tourism (McKercher, & du Cros, 2003; Hvenegaard, 2002).

The practical translation the NBTC made of their target groups resulted in five personas: Paul, Nora, Mary, Peter and Michael (see figure 4.3). The five personas are distinguished based on socio-demographic factors, values, needs, motivations and lifestyle (NBTC, 2013). To optimise the approach to the target groups and to make the personas more tangible and concrete the NBTC developed a passport for each persona, which includes their personal preferences and lifestyle. By distinguishing these personas, it is easier to target audiences



Figure 4.3 The five personas of the NBTC (NBTC, 2013)

effectively and attract them to the Netherlands as the NBTC can adjust the marketing and promotion to the lifestyle preferences of each persona (NBTC, 2013). With this, the NBTC distinguishes different tourist types to optimize their marketing, which is in line with what the literature states. Hvenegaard (2002) say that identifying and using different tourist types is beneficial for the management and marketing of tourism (Hvenegaard, 2002).

Even though the NBTC focuses on attracting visitors to the whole country, it can still be expected that most visitors will visit Amsterdam. This might lead to friction as Amsterdam is not in need of more visitors. As the municipal representative explained: *"We do not want to attract any more visitors to the city, certainly not. The focus is more on regulating and guiding the visitors"* (Interview, 2018). Therefore, the NBTC mainly uses Amsterdam as a means to attract visitors to the country in general (NBTC, n.d.d). However, it is important to mention that the municipality does not have a direct say in this as they are not the client of the NBTC as this is the Ministry of Economic Affairs and Climate (Interview municipality of Amsterdam, 2018).

Where the NBTC aims at attracting visitors and spreading them countrywide, other parties in the tourism network do not focus on attracting visitors countrywide. Rather, the MRA focusses on attracting visitors to the regional area by the means of spreading and they limit their marketing strategy (developed together with Amsterdam Marketing) to the region itself. On a local scale level, the municipality also contributes to the aim of regional spreading. On behalf of the municipality,

Amsterdam Marketing is in charge of the marketing of Amsterdam, which they do with the help of the 'I Amsterdam' brand and campaign. However, the municipality has recently decided to economize on spending on city marketing with the goal of attracting visitors, as Amsterdam is already attracting enough, and sometimes even too many, tourists in certain places and at certain times. As the municipal representative explained: *"I Amsterdam is used now as a strong brand to promote certain (unknown) areas of the city and the metropolitan region to spread the visitors, instead of as a tool to attract visitors to the city centre"* (Interview, 2018).

When these different viewpoints are juxtaposed, contradictions can be found. Even though the NBTC does aim at spreading visitors countrywide, they also still seem to have an interest in attracting visitors. However, when looking at the viewpoints of the MRA and municipality of Amsterdam, the focus has already completely shifted from attracting visitors to spreading them. From their point of view, attracting is no longer necessary. These differences can lead to friction, as it is most likely that the visitors will visit Amsterdam, even though the attempts of the NBTC to attract visitors are not particularly focussed on Amsterdam.

4.4 Tourism management framework: spreading visitors

Once tourists are attracted to the Netherlands and Amsterdam the story does not end. It might be that this is where it all starts with regards to tourism management, as this comes in to play when visitors interact with residents and physical resources (Mason, 2016). Tourism management is used to manage resources at the tourist destinations in such a way that negative consequences are prevented (Moutinho, 2000). Management is about strategies and action programmes to control and influence tourism supply and visitor demand in order to achieve defined policy goals (Middleton, 1994). Examples of such programs are the NBTC Holland Branding & Marketing Strategy and the Strategic Agenda Tourism MRA, which is discussed in this chapter.

As visitors are one of the three main components of the tourism management framework (see figure 2.1), multiple strategies are used to manage them, one of which is spreading. The following section discusses the policy and instruments used at national, regional and local level in the Netherlands in order to spread the visitors.

4.4.1 National level: HollandCity

As mentioned in the previous section, the slogan of NBTC's Holland Branding & Marketing Strategy Holland2020 is "supporting the known, introducing the new". With *introducing the new*, the NBTC refers to the aim of spreading the visitors both in time and across the country to lesser known places, as they do with their so called HollandCity strategy, which has been set up in 2015. Instead of achieving an absolute growth of tourists, this strategy is aimed towards sustainable growth

Box 2 HollandCity: spreading or distribution?

To clarify a misunderstanding about the overarching HollandCity strategy, the director of the NBTC states the following: *"It is an illusion to think that we can move the visitors that want to see the Anne Frank House, the Van Gogh Museum and the canals, to for example Venlo. It will simply not happen as we cannot move visitors from place A to place B". In this sense, it might be that this misconception has been encouraged by using the word 'spreading', while it is more about a distribution of potential international visitors, to see which type of visitor is interested in which touristic product. As the director says: "Spreading in itself is not the solution to the increasing pressure in some places that can lead to nuisance. It is about thinking about the challenges a places faces and how tourism can contribute to that (Vermeulen, 2018).*

throughout the country and throughout the year (Keijzer, 2018). The HollandCity strategy involves efforts to entice visitors to go to lesser-known places in the country. In this way, crowds in the tourist hotspots are decreased and all parts of the Netherlands can benefit from the increasing number of visitors. However, this might be more about distribution than spreading (see box 2 for more information).

The strategy consists of four elements: districts, storylines, event policy and thematic years. Under the name 'HollandCity' the Netherlands is presented as an integrated metropolis, with several attractive districts so as to point out the short distances within the country. This explains the name of the strategy as it refers to Holland being as compact as a city. These districts vary from regions to cities, such as Lake District Friesland or Design District Eindhoven (NBTC, n.d.e).

With the help of storylines (see figure 4.4), places in the Netherlands are linked through a common theme, tied in with the interests of the tourists. For example: tourists interested in Van Gogh can be enthusiastic about not only visiting Amsterdam, but also the region of Noord-Brabant as this is where Van Gogh was raised (Keijzer, 2018; NBTC, n.d.a). In each storyline a network of different parties is formed in order to make the national spreading strategy work by providing services, infrastructure, information and primary and secondary tourist products. An important target group within this campaign are the so-called repeat visitors, as it is assumed they have already seen the highlights, and are open to new ideas and new destinations in the country.



Figure 4.4 HollandCity storylines (NBTC, n.d.a)

Another part of the HollandCity strategy is the strategic event policy, which aims to create and promote events around the thematic years. This basically means that certain Dutch thematic destinations and events are promoted, and is an example of how visitors are encouraged to explore destinations other than Amsterdam. In 2017, the theme-year 'Mondriaan to Dutch Design' was introduced in which 32 parties worked together on events and exhibitions related to painter Piet Mondriaan, and 2019 will be the year of 'Rembrandt & the Golden Age'. This year is established through collaboration between NBTC Holland Marketing and cities like Middelburg, Dordrecht, Delft, Den Haag, Leiden, Hoorn, Enkhuizen and Amsterdam.

Despite the fact that the HollandCity strategy mainly focusses on promoting lesser-known areas, the NBTC does also include Amsterdam in the strategy. The NBTC states that the capital has an enormous power to attract foreign visitors, which has always been the case and will always remain that way. Therefore, when promoting the Netherlands, it would be strange not to refer to Amsterdam. However, when referring to Amsterdam in their promotion, the capital is used more as a means for spreading (visitors from Amsterdam to other destinations) rather than a goal (to promote Amsterdam as a destination and attract visitors). If NBTC did not do this, all visitors with an interest in Amsterdam would look no further than things to do in the capital (NBTC, n.d.d).

4.4.2 Regional level: Visit Amsterdam, See Holland

Where the NBTC aims for nationwide spreading, both the Metropolitan Region Amsterdam (MRA) and the municipality of Amsterdam are aiming to spread the visitors regionally. As in recent years the

pressure on Amsterdam's city centre has increased significantly, attention within the municipality and MRA has been brought back to the tourism sector, and the need for managing the visitors is acknowledged. Rather than only focussing on facilitating and stimulating the touristic visits to the metropolitan area, they focus on ensuring a good balance between residents, visitors and businesses. The idea behind regional tourism management is to make Amsterdam seem bigger in the perception of the tourists: visitors have to believe that Amsterdam is more than just the Rijksmuseum and Museumsquare. Therefore, the MRA focuses in particular on marketing and promoting the entire region, increasing the mobility of visitors (and with that also the accessibility of the region) and boosting hotel development in the region.

The main instrument used by the MRA to work towards this spreading is the marketing campaign Visit Amsterdam, See Holland (in Dutch: Amsterdam Bezoeken, Holland Zien), which started in 2009 and is developed in collaboration with Amsterdam Marketing. Within this campaign, the metropolitan region is united under the flag of Amsterdam and is thereby presented as one integral destination: the Amsterdam Area (Gemeente Amsterdam, 2015). However, not everyone was particularly excited about this campaign and the overarching name 'Amsterdam Area'. The MRA representative explained: *"In the beginning there was a lot of resistance to this campaign. People were asking why it was needed to present the region under the name of Amsterdam? However, since there is evidence that it works, it is welcomed with open arms"* (Interview, 2018).

Within the campaign, the region of Amsterdam is further subdivided into six thematic areas: Flowers of Amsterdam, Authentic Haarlem, Old Holland, New Land, Amsterdam Beach and Castles & Gardens (see figure 4.5). As the Amsterdam Marketing representative explained: *"These thematic areas are used for communication to the international visitors with specific interests"* (Interview, 2018). For example, it is assumed that someone interested in history and castles will be interested in the Castles & Gardens storyline (IAMsterdam, 2018_a). Furthermore, by renaming certain areas (in some case by adding the label Amsterdam) and promoting them under the label Amsterdam Area the idea is to change visitors' perception of Amsterdam, making them believe that Amsterdam consists of more than only the canals.



Figure 4.5 The MRA as one integral destination (Amsterdam Marketing, 2018, p. 7)

When talking about visitors, the MRA representative explains: *"The campaign only focusses on international visitors as this is the group that often does not know about what the region has to offer. Dutch visitors have a better idea about this"* (Interview, 2018). Therefore, the regional area is only being promoted in Amsterdam itself as it focusses on the international visitors that visit Amsterdam as part of their trip to the Netherlands. Other than this, it is assumed that the campaign is most effective for visitors who have visited Amsterdam before (and thus can be classified as repeat visitors) or people who are staying in Amsterdam for a longer period of time (Amsterdam Marketing,

2018). As the Amsterdam Marketing representative explains: “The promotion of the region based on the thematic areas is focussing on every international visitor. However, practice shows that most visitors that visit places located in the region are repeat visitors and visitors that are visiting Amsterdam a longer period of time” (Interview, 2018). Furthermore, he says that “Research shows that often older people are visiting the region” (Interview, 2018). As is the case of the HollandCity strategy, this campaign is not focussed on preventing visitors from visiting Amsterdam’s city centre. As the Amsterdam Marketing representative explains: “Highlights will be visited anyway, you cannot prevent this, so this is not the goal. You also do not go to Paris without seeing the Eiffel Tower” (Interview, 2018). It rather focusses on preventing international visitors from ‘sticking’ to the centre. In order to make a practical translation of the campaign, the following instruments are used to promote the integral Amsterdam Area: posters in Amsterdam’s city centre (see figure 4.6), flyers in hotels and tourist offices, information on TV-screens in the city, and information provision at Schiphol Airport and on social media (e.g. Facebook and Instagram) (Toerisme Flevoland, n.d.). In addition to this, a product recently developed to attract visitors to the region is the Amsterdam & Region Travel Ticket, first issued in 2017 (Amsterdam Marketing, 2018). This public transport card differs from the IAmsterdam City Card: where the latter only allows tourists unlimited travel on public transport in Amsterdam itself (only with transport company GVB), the former allows visitors unlimited travel in the region. This is the result of a collaboration between the following transport companies: NS, GVB, Connexxion, EBS and the MRA, Amsterdam Marketing and Vervoerregio Amsterdam. When people buy this card, they are also provided with a map and public transport guide of the whole region, showing the regional tourist highlights divided by theme-area (see figure 4.7).



Figure 4.7 Promotion of one of the MRA areas on a poster in Amsterdam’s city centre (Toerisme Flevoland, n.d.)



Figure 4.6 Amsterdam & Region Travel Ticket map and public transport guide (IAmsterdam, n.d.)

Strategic Agenda Tourism in the MRA 2025

The MRA's objective to spread visitors is to be found in the overarching strategy document called "Strategic Agenda Tourism in the MRA 2025". Even though the marketing campaign Visit Amsterdam, See Holland started as early as 2007, it became clear in 2015 that marketing and promotion was not enough. Until that moment, it still did not result in either ensuring a good balance between residents, visitors and business or stimulating the economically important tourism sector. Too many tourists were still not visiting the Amsterdam Area (Werkgroep Toerisme MRA, n.d.). By formulating this agenda in 2015 and making the joint objectives of the partners of the MRA clearer, all parties got a better idea of what is needed in order to stimulate tourism and a good balance between visitors, residents and companies (Werkgroep Toerisme MRA, n.d.). A clear strategic agenda was needed as the basis for the cooperation between the MRA parties (MRA, n.d.). As tourism is a cross-border phenomenon not limited to the municipality borders the MRA representative explained: *"Almost all municipalities and partners of the MRA-collaboration saw the importance of tourism and were happy to work together on this agenda"* (Interview, 2018). In order to guarantee quality of life in the city, one of the main objectives (amongst others) of this agenda is that international visitors also visit places in the Amsterdam Area, outside Amsterdam's city centre (Keijzer, 2018). The agenda aims to facilitate the growth of tourism in such a way that the visitors flow is spread across the region and busy peaks are prevented.

4.4.4 Local level: Stad in Balans

Achieving the goals of the Strategic Agenda and the regional spreading policy is done by all MRA parties, including the municipality of Amsterdam. However, each municipality is responsible for the implementation of it. Therefore, in 2015 a local plan of action was set up in Amsterdam. The focus of this policy is on creating a balanced city, which also explains the name of the policy program: Stad in Balans (Balanced City). This refers back to the literature review given in the theoretical framework (chapter 2) where the triangle that lies at the heart of almost all approaches to tourism management has been explained. This triangle consists of the visitors, the host community and the place. With the policy program Amsterdam puts creating a balanced living and working environment first and being a tourist destination second. In other words, they put the host community, the place and the entrepreneurs before the visitors. As the municipal representative said: *"We do not do anything with promotion or marketing of Amsterdam itself, rather we want to create a city with satisfied residents and entrepreneurs. Being a tourist destination becomes second"* (Interview, 2018).

In order to assure a sustainable and balanced future for the city, the municipality is opting for an integral approach with the following four goals:

- Better quality and diversity of stores
- Reducing nuisance and setting limits
- More space on the streets in busy areas
- Spreading visitors across the city and the region

As the municipality is one of the parties of the MRA, the MRA policy is embedded in the last goal by the focus on spreading. The aim of the municipality to make Amsterdam appear bigger can be seen from its statement that Amsterdam city is part of the metropolitan region and can no longer be seen as separated or 'on its own'. In order to make better use of the city as a whole and to promote the region, the municipality is promoting alternative touristic destinations, both in Amsterdam and in the

region. As previously explained, this promotion takes place in the context of the Visit Amsterdam, See Holland campaign, as well as the IAmsterdam brand. As the municipal representative explained: *“Less money is put into attracting visitors, it is now more about distributing and guiding the visitor”* (Interview, 2018). During the interview, it became clear that the IAmsterdam campaign has subsequently become more of an instrument to spread visitors, rather than an instrument to attract visitors, as was the initial idea behind the campaign.

In developing their strategies in order to lower the pressure on the city centre, Amsterdam has also tried to learn from other cities European cities; tourism growth is also acknowledged on an European level and more attention is being paid to sustainable tourism. The municipal representative explained: *“As there are almost no cities in the Netherlands we can compare ourselves to we have to learn from other cities at EU-level, maybe even worldwide”* (Interview, 2018).

In addition to the spreading attempts, other things that are being done to manage visitors are improving signposting, further developing existing neighbourhoods outside the city centre, creating new urban neighbourhoods in the city and region and developing new attractions outside Amsterdam (Gemeente Amsterdam, 2015). Some projects have already been completed, and examples of successful newly developed places outside the city centre, such as the EYE in Amsterdam-North and de Hallen in Amsterdam-West, show that there is a demand for alternative and new places. The municipality is therefore planning to develop more places like this. Furthermore, in order to reduce pressure on the city centre in terms of arts and culture, new cultural institutions will be built on the outskirts of the city or in the region, such as the Van Eesteren Pavilion in Amsterdam New-West, completed in 2017.

Other than that, existing parks have been and are being refurbished in order to make them more attractive to a wider audience with changing needs, among them the Rembrandtpark, the Martin Luther Kingpark and the Oosterpark. The Sloterpark lake is being developed into a ‘metropolitan city lake’ with catering, beach facilities and cultural performances. In addition, smaller-scale experiments took place throughout the city between 2015 and 2017 to either spread visitors across the city or to prevent nuisance. The experiments were the result of initiatives by residents, entrepreneurs, cultural institutions, districts and educational institutions. With the help of these developments, experiments and promotion of the region, the municipality is focussing on scaling-up. To clarify, where the spreading attempts mainly focus on international tourists, the above mentioned attempts mainly focus on developing areas that are already attractive to residents (Gemeente Amsterdam, n.d.). The idea is that when an area is attractive for residents, visitors might eventually come too. This can be both national and international visitors; no distinction is made, as this would mean that marketing comes in to play. The municipal representative explained: *“We do not use marketing”* (Interview, 2018). Thus, to emphasize, the municipality makes a clear distinction between projects focussing on spreading international visitors (e.g. the Visit Amsterdam, See Holland campaign) and projects focussing more on the inhabitants and local entrepreneurs that may also contribute to spreading in long term.

4.5 Other tourism management tactics

Even though the previous sections highlighted spreading as a tactic of managing tourists, there are also other measures that can be used for tourism management. These tactics do not have spreading as the main goal. For example, as it appeared that services for residents of Amsterdam were displaced by services for tourists, the municipality intervened in order to secure the balance between

living, working and visiting. As part of their Stad in Balans policy, they aim for a better quality and diversity of stores. In October 2017, the municipality therefore came to the decision not to allow any new tourist shops to open in Amsterdam. Examples of such shops are ticket-shops, bicycle rentals and ice-cream shops (Gemeente Amsterdam, 2017). This decision was made to counter the growing mono-culture of shops in the city centre of Amsterdam as this negatively influences the liveability in the city (Couzy, 2017). In the AT5 article 'Gemeente doet nieuwe toeristenwinkels in the ban' (2017), alderwomen K. Ollongren states that the diversity of shops for the local residents continues to deteriorate, sometimes in such a way that the 'Amsterdammers' become alienated from their own city. Amsterdam is hospitable and tolerant, but nevertheless wants to protect the city and its residents against mass tourism (Van Leeuwen, 2018). This ban of opening further tourist- shops, including souvenir stores, bicycle rental companies, attractions and fast-food restaurants is a real life example of the tourism management tactic that focusses on limiting activities (mentioned in section 2.2.4).

Furthermore, the municipality has announced an increase in the tourism tax from 2020 onwards. This will lead to an extra €150 million a year. By increasing this tax, the municipality aims to make the city more expensive for the so called 'budget tourists', the ones that often cause the most nuisance and spend the least. For the more affluent tourists this higher tourism tax should not be a problem (Amsterdam, 2018). This is an example of an attempt to limit the number of visitors that cause the most nuisance. Something else done in order to keep the budget tourists away is the ban on the so called 'fun transport', which are things like beer bikes, hottugs, Segway's and horse carriages. The municipality also wants to move canal boat pick-up points to places outside the city centre (NOS, 2018_c).

Additionally, the municipality is looking for an alternative location for the Amsterdam Passenger Terminal (the terminal for cruise ships) further away from Amsterdam's city centre, as the large cruise ships are too much of a burden for the city centre (het Parool, 2017). Something that has already been started with regards to transport is banning touring cars from the city centre of Amsterdam. Since 19 March 2018, buses that take tourists without a specific destination into the city, for example for sightseeing or shopping, are obliged to drop their passengers outside the city at specific locations. Bus tours and hop-on hop-off tours are also prohibited in the city. From 2019, bus drivers are no longer allowed to drop off passengers who do have a specific destination (Het Parool, 2017).

Another measure the municipality of Amsterdam has introduced is a reduction in the maximum Airbnb rental period from 60 to 30 days a year, starting from 2019. By lowering the maximum number of rental days, the municipality aims to lower the nuisance in some neighbourhoods. Furthermore, the idea is at some point all Airbnb's will be fully booked due to this reduction. As the occupancy rate in Amsterdam is often very high, there will also be a limited number of hotels available at those times. This requires visitors to look at other options, outside Amsterdam, in the region (NOS, 2018_b). This is an example of an attempt to regulate accommodation supply, as identified by McKinsey & Company (2017).

Furthermore, Amsterdam Marketing launched a new campaign this year, which is called 'Enjoy and Respect'. This campaign does not have the aim of spreading the international visitors (as does the Visit Amsterdam, See Holland campaign), instead it focuses on the behaviour of all visitors (either national or international) who cause nuisance at the local urban level. The municipal representative described it as "*Cities having a parenting function*" as they raise awareness about what behaviour is

accepted and what is not (Interview, 2018; IAmsterdam, 2018_b). With regards to Amsterdam, she explained: *“As a city we want to have certain visitors, which asks for more than only marketing. Therefore, the focus in this sense is on regulating the visitors”* (Interview, 2018). In Venice a similar campaign was also launched in 2017, during the International Year of Sustainable Tourism, called ‘Enjoy and Respect Venezia’. It is designed to direct visitors towards the adoption of responsible and respectful behaviour towards the environment, landscape and identity of Venice and its inhabitants (Citta di Venezia, n.d.).

As this shows, on the one hand policy is designed in order to spread international visitors across the region and the country, while on the other hand, measures to locally lower the pressure on the urban environment and reduce the nuisance caused by either national or international tourists are also introduced. In addition, other attempts, such as further developing certain areas/neighbourhoods, are primarily focussing on residents and entrepreneurs. In order to achieve all these goals, the municipality is working together with the Ministry of Economic Affairs and Climate, the Metropolitan Region Amsterdam, Amsterdam Marketing and local entrepreneurs and residents. Furthermore, at EU-level, the municipality and the ministry are trying to get certain things on the agenda in order to have a good conversation with partners in other EU-cities (Interview municipality of Amsterdam, 2018).

4.6 The tourism network and tourism management in short

As noted previously, tourism shows a worldwide growth as more and more people travel around the world. This rise in tourism can have both positive and negative effects, which can also be seen in the Netherlands: in particular Amsterdam has to cope with the negativities. In a city known for its canals and weed, the growing influx of tourists is often mentioned as one of the main causes of crowding in the city centre. In order to steer growth in the right direction and prevent negative consequences, tourism management came into play and policy has been drafted at national, regional and local level. Therefore, this chapter focussed on answering the following sub-question: *How is the tourism network formed at national, regional and local level in the Netherlands and what does the tourism management (strategy) look like?*

On analysing (policy) documents and strategies, initially there can be concluded that it is acknowledged at all three scale levels that the growing amount of tourists need to be spread, either nationally or regionally. It shows that interaction between marketing, policy and cross-border measures is necessary in order to make policy as effective as possible. All parties acknowledge the importance of having such policy and that the tourism phenomenon is not tied to borders. Therefore, for the common interest, NBTC Holland Marketing, the Metropolitan Region Amsterdam (MRA) and the Municipality of Amsterdam are working with each other and other tourism stakeholders (such as Amsterdam Marketing) in order to make the policy as effective as possible. With the underlying idea of the already visible and further expected growth, the main goal of the designed tourism policies and strategies is to spread visitors in time and space. This can be referred to the triangle found by Mason (2016) (see figure 2.1, p. 18), stating that at the heart of almost all approaches to tourism management lie three major components: the visitors, the host community and the place. Even though the main focus in the Dutch tourism network is on the visitor, the idea behind this focus is to lower the pressure on the place (Amsterdam’s city centre) and its inhabitants. This is aimed for to create and sustain a balanced (living) environment and enable other areas in the country to benefit

to a greater extent from the positive side of the growing tourism industry. Based on this, a shift can be seen from a focus on attracting visitors to a focus on spreading, guiding and regulating them, which is in line with what is found in the literature. Van der Zee et al. (2017) have detected that DMOs are shifting from a position of marketing destinations and attracting visitors, to actively managing destinations to ensure the quality.

This management is often done in the form of networks, what can contribute to a sustainable tourism future (Erkuş-Öztürk & Eraydin, 2010). This is exactly what is happening in the MRA: cooperation between different tourism stakeholders in different municipalities, not focussing on attracting visitors but on managing and organising the tourism destination of Amsterdam in order to lower the pressure on the environment. The Dutch tourism network can be categorized as a policy network, as defined by Van der Zee & Vanneste, (2015). This is because it mainly concerns relationships between governments. When linking this to the triangle of Brandsen et al. (2005) (figure 2.3, p. 21), it can be seen that, despite the fact that the Dutch tourism network is mainly about government affairs, there are signs of influence of the other two parties of the triangle (community and market) as well. For example, on the local scale level there can be found citizens' initiatives.

Furthermore, as described in the theoretical framework (chapter 2) by Middleton and Hawkins (1998) the most important aspect of management is that it is commonly concerned with equally distributed procedures to influence the following five areas: access, products, education, location and timing. When looking at the Dutch management in general and the spreading policy in particular, it can be seen that the main focus is on location and timing. This is because the management mainly focusses on regulating the number of visitors at a certain location and at a certain moment, with the help of spreading. However, this spreading takes place in turn with, amongst other things, the help of alternative product provision (promotion of alternative destinations and developing new touristic attractions) and education which is about influencing visitors' choices to change their 'normal' behaviour and leave the city centre. With regards to access, it relates to the relative ease or difficulty and associated cost of reaching chosen places. On the one hand, attempts are being made to make the lesser-known areas more accessible in order to encourage international visitors to go there, for example by the introduction of the new regional public transport card. On the other hand, some attempts are being made to make Amsterdam itself less accessible for tourists by, for example, increasing the tourism tax, prohibiting 'fun transport' and prohibiting touring cars.

However, the main focus of the executed attempts is still on location and timing of the visitors. Therefore, it can be said that the Dutch tourism management does not completely corresponds to what has been found in the literature on the equal distribution of management influencing the five areas mentioned. It appears that the different involved stakeholders in the Netherlands have made a choice about where to focus on, what can vary per country or city.

In addition to the promotional instruments used mainly to spread international visitors in time and space, other instruments and measures are also used for managing the (inter)national tourists, such as development of new products and increasing the tourism tax. An overview of the various tourism management tactics is shown in table 4.1 (note: this table should not be considered exhaustive).

Table 4.1 Policy instruments for tourism management

<u>National level</u>	<u>Regional level</u>	<u>Local level</u>
HollandCity strategy	Visit Amsterdam, See Holland promotional campaign	Stad in Balans
National thematic years	Development of new touristic products in the region	No new touristic shops
Holland DNA and Holland Passions	New regional transport card	Less days Airbnb rental
	Boosting hotel development in the region	No more touring cars in the city centre
	Increasing visitor mobility	Moving the passenger terminal for cruise ships
	Increasing accessibility of the region	Increasing the tourism tax
	I Amsterdam campaign	Prohibiting 'fun transport'
		Experiments
		Developing new areas/further developing existing areas
		Enjoy and Respect campaign
		I Amsterdam campaign/brand

These instruments can be linked to either one of the five management areas mentioned in the literature by Middleton and Hawkins (1998). However, even though the tourism network and strategy seem to be in line with the literature, when taking a closer look at the viewpoints of the different stakeholders in the network contradictions can be found. Even though, both the NBTC, the MRA and the municipality acknowledge the need for spreading and have designed policy for this, the NBTC still attaches value to attracting visitors to the Netherlands. Therefore, the finding of Van der Zee et al. (2017) on the shifting focus of DMOs thus cannot fully be applied to the findings of this research. In short, it means that there however it initially seems that all parties have designed policy that is in line with each other, there can be found a difference in interests within the Dutch tourism network. Therefore, it can be concluded that the policy at all three scale levels is only to a certain extent in line with and reinforcing each other.

5 Tourists' motivations to visit the Zaanse Schans

Where the previous chapter focussed on the tourism networks and tourism management in the Netherlands, this chapter will focus on the empirical findings derived from the questionnaires carried out amongst 101 international visitors of the Zaanse Schans. As the tourism management attempts aim at spreading visitors in the region, the questionnaires focused on the motivation of visitors to be in the regional area of the Metropolitan Region Amsterdam (MRA). In the literature, motivation was found to be the most common concept reason why people are driven to travel somewhere (Mason, 2016).

The results are discussed based on statistical analyses that were carried out with the help of the statistical program SPSS. In turn these results are used to work towards a conclusion concerning tourists' motivations to visit the Zaanse Schans. Other than researching motivation itself, the influence of certain factors (socio-demographic characteristics, destination image and the spreading policy) on these motivations is also tested.

5.1 Characteristics of the respondents

Before heading over to the analyses needed to achieve the main goal of this research, a number of characteristics will be given to provide a better image on the average profile of the respondents. The first results are presented in the table below.

Table 5.1 Descriptive statistics of the socio-demographic characteristics of the respondents (N = 101)

	Frequency	Percentage
<u>Age</u>		
< 25	58	57.4
26 – 45	23	22.8
46 – 65	14	13.9
66 – 85	6	5.9
86 >	0	0.0
<u>Gender</u>		
Male	35	34.7
Female	66	65.3
Otherwise	0	0.0
<u>Marital status</u>		
Single	44	43.6
In a relationship	29	28.7
Married	28	27.7
Divorced	0	0.0
Widowed	0	0.0
<u>Highest level of education</u>		
Elementary school	3	3.0
High school	40	39.6
Bachelor	29	28.7
Master	25	24.8
PhD	4	4.0
Other	0	0.0

From the results shown in table 5.1 it can be concluded that most respondents were single, women, with an age under 25 and with high school as the highest level of education. However, as these results are based on a sample of 101 international visitors, this does not mean that the results can be generalized and apply to all international visitors. On average, the Zaanse Schans attracts more than

1.5 million international people annually (NBTC, 2018_b), which makes the 101 visitors questioned only a small, but still sufficient, part of the entire population.

5.1.1 Country of origin

Other than the socio-demographic characteristics shown in table 5.1, another interesting characteristic to take a closer look at is country of origin. As the NBTC published statistics on the country of origin of visitors of the Netherlands (see table 5.2), the findings of this research can be compared to this in order to see whether these correspond¹.

Table 5.2 Country of origin of international visitors of the Netherlands (NBTC, 2018_a, p. 9)

Visitors x 1.000								
	<u>2014</u>	<u>2014 %</u>	<u>2015</u>	<u>2015 %</u>	<u>2016</u>	<u>2016 %</u>	<u>2017</u>	<u>2017 %</u>
Europe	11.195	80.4	12.050	80.3	12.743	80.4	14.151	79.0
America	1.431	10.2	1.508	10.1	1.646	10.4	2.013	11.2
- USA	991		1.035		1.182		1.414	
- Canada	143		155		155		180	
- Brazil	139		150		115		150	
Asia	976	7.0	1.130	7.4	1.103	7.0	1.373	7.7
- China	249		330		297		364	
- India	87		101		127		165	
- Japan	147		138		109		120	
- Indone sia	42		47		56		59	
Australia	188	1.0	189	1.3	200	1.3	235	1.3
Africa	135	1.4	130	0.9	137	0.9	152	0.8
Total	<i>13.925</i>	<i>100</i>	<i>15.007</i>	<i>100</i>	<i>15.829</i>	<i>100</i>	<i>17.924</i>	<i>100</i>

This table shows that most foreign people who visit the Netherlands are from European countries (79.0% in 2017), while the least visitors originate from Africa (0.8 % in 2017). Comparing these statistics to those of the 101 respondents, the results are completely in line. Most respondents (66.3%) originated from European countries. The second highest number of visitors (30%) came from America (either North or South). 12% of the respondents came from Asia and only 2% came from Australia, while none of the respondents came from Africa. These results therefore confirm the findings of the NBTC for the case of the Zaanse Schans.

5.1.2 Repeat visitors and visiting the highlights

Another interesting characteristic to look at is whether or not the respondents are repeat tourists as identified by McKercher and Wong (2004). The literature states that people who have already been to the same destination are more willing to explore surrounding areas. With regards to Amsterdam, it is also assumed that repeat visitors are more willing to leave the city centre as they have seen Amsterdam's highlights before (Amsterdam Marketing, 2018). However, as table 5.3 shows the

¹ An open-ended question was used in order to find out where the respondents originated from. The answers to this question were given per country, but as the NBTC has divided their results per continent the answers were recoded and categorized into continents as well. This categorization was saved in a new variable.

majority of the respondents (74.3%) had not visited Amsterdam city before and 4% had never visited Amsterdam city. Only 21.8% of the respondents had visited Amsterdam city before.

Table 5.3 Frequency table for the question ‘How many times have you visited Amsterdam city before?’

	Frequency	Percentage
I have never visited Amsterdam city	4	4.0
This is my first time	75	74.3
Once before	16	15.8
Three times before	3	3.0
More than three times before	3	3.0

So, what is found in the literature on repeat visitors does not apply to the 101 respondents of this research: most of them had not visited Amsterdam before and therefore can be considered as first-time visitors. The fact that they still visit the Zaanse Schans on their first trip to Amsterdam might be because respondents consider the windmill village as being one of Amsterdam’s highlights without being aware that it is actually not located in Amsterdam itself (this is speculation and has not been tested).

Talking about these highlights, the campaign Visit Amsterdam, See Holland focuses on promoting the region amongst international visitors who are already in Amsterdam. The idea behind this regional, rather than national or international, promotion is that it is assumed that people will visit Amsterdam’s highlights anyway. Therefore, the campaign does not focus on preventing people coming to Amsterdam, but rather on getting people into the region after they have visited Amsterdam’s highlights. As the Amsterdam Marketing representative explained: *“Highlights will be visited anyway, you cannot prevent this, so this is not the goal of the campaign”* (Interview, 2018). To test if it is true that the international visitors who visit the region have also visited the highlights of Amsterdam city, respondents were asked to list the highlights they had visited during their trip. Descriptives showed that 96% of the respondents visited at least one Amsterdam highlight, which confirms the assumption that visitors will visit the highlights anyway.

5.1.3 Location of accommodation

Another interesting thing to look at is where the accommodation of the respondents is located. Even though the policy does not state anything specific with regards to accommodation in the context of spreading, new accommodation is being developed in the region. This is needed in order to ensure the quantity and quality of hotels is sufficient to attract visitors to the region (Werkgroep Toerisme in de MRA, n.d.).

Table 5.4 Location of the accommodation of respondents

Location	Frequency	Percentage	MRA
Amsterdam	83	82.0	Yes
Amstelveen	2	2.0	Yes
Heemskerk	4	4.0	Yes
Hoorn	2	2.0	No
Purmerend	2	2.0	Yes
Schoorl	2	2.0	No
Wassenaar	2	2.0	No
Zaandam	4	4.0	Yes

As table 5.4 shows, it is striking that some respondents are staying outside the MRA. For example, Hoorn, Schoorl and Wassenaar are not located in the MRA. Finding out why those people are staying there and not in the MRA or in Amsterdam (like the majority) lends itself to further research.

Now that a better picture has been obtained of the characteristics of the respondents, further analyses conducted with the help of SPSS are presented in the next sections. The characteristics presented above are also included in these further analyses.

5.2 Creating new variables out of factors

As the aim of this research is to find out what has motivated international visitors to visit the Zaanse Schans, respondents were asked twelve questions on motivation. Each question consisted of one item derived from the scale on motivation defined by Božić, et al. (2016), and the respondents were asked to what extent, on a 5-point Likert scale, a certain item has motivated them to visit the Zaanse Schans.

As the questions on motivation resulted in a lot of data to be interpreted the decision was made to conduct an exploratory factor analysis, to see if the twelve items could be clustered into a smaller number of new factors (see box 3). This would result in a data set of a more manageable size, while retaining as much of the original information as possible. The main goal of this analysis is to explore the latent variables that represent clusters of variables that correlate highly with each other.

After the additional tests (see box 3), a principal component factor analysis was carried out with an orthogonal rotation (Varimax rotation) to extract motivating factors². The number of factors extracted from the factor analysis was based on the eigenvalue criterion of Kaiser's criterion of >1. Based on this criterion the analysis resulted in the extraction of four factors. These factors were labelled by the researcher itself, looking at the multiple items that together form the new factor. Based on this criterion the analysis resulted in the extraction of four factors, which together explain 61.8% of

Box 3: Justification of the method and additional tests

Prior to running the factor analysis, a reliability analysis was carried out to check the reliability of the twelve items on the scale of motivation. With this, a check is carried out on the extent to which the twelve questions on motivation form a consistent scale when combined. The rule here is: the closer the alpha is to 1, the more reliable the scale consisting of different items is. According to Korzilius (2008) a Cronbach's alpha higher than 0.7 is considered as sufficient reliability and an alpha higher than 0.8 is considered as a good reliability. For this research, the reliability analysis showed a sufficient level of internal consistency as the $\alpha = 0.713$ ($N = 101$) for all 12 motivation items. From the Item-Total Statistics it appeared that removing any of the 12 items would not result in a scale with a higher Chronbach's Alpha and therefore no items were excluded.

Furthermore, prior to the factor analysis a Bartlett's test showed the adequacy of performing factor analysis, which showed that $p = 0.00$. This means that the data is suited for factor analysis as $p \leq 0.05$. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy showed a score of 0.708, which verified the sampling adequacy for the analysis. The rule is that a KMO score should be higher than 0.5 (Field, 2013).

Lastly, the items were also checked on multicollinearity and correlation by scanning the correlation matrix. In the end no items were found with a correlation coefficient higher than 0.9, which means there is no multicollinearity in the data. The items were also checked on correlations higher than 0.3, which would mean that they are correlated and thus can possibly form a factor together. Only one item (to spend time with friends or relatives) did not correlate with the other items. However, logically thinking and comparing this item to the rest, this makes sense. Despite this, this item is not excluded from the data set as it is still seen as a valuable one and might be extracted from the factor analysis as forming a single factor. In the end, this means that none of the 12 motivational items was excluded from the factor analysis.

² A Varimax rotation is chosen, as it is not expected that the 12 items are correlated with each other.

the variance, which is a decent variance. You want this variance to be as high as possible, but when the variance is lower than 20% there is cause for concern (Field, 2013).

The extracted factors are:

- Factor 1 (5 items) – *Desire to learn* – refers to the extent to which international visitors are motivated to visit the Zaanse Schans to gain new knowledge or extend existing knowledge.
- Factor 2 (4 items) – *Desire to explore and experience* – refers to the extent to which international visitors are motivated to visit the Zaanse Schans to explore the site and have an authentic experience.
- Factor 3 (2 items) – *Desire to rest* – refers to the extent to which international visitors are motivated to visit the Zaanse Schans in order to rest and escape from the crowded city centre.
- Factor 4 (1 item) – *Desire to socialize* – refers to the extent to which international visitors are motivated to visit the Zaanse Schans in order to socialize by spending time with friends or relatives.

In table 5.5, the items making up each factor are presented together with the factor loadings. The Chronbach's alpha of each of the factor-scales is also presented in order to see if the different items together form a reliable factor scale. As can be seen in this table, the fourth factor (desire to socialize) does not have a Chronbach's Alpha, as this factor only consists of one item. Looking at the separate items it makes sense that the item 'to spend time with friends or relatives' does not correlate with the other items and thus should not be included in one of the three other factors. This was the one item that did not show a significant correlation with the other eleven items.

Table 5.5 Rotated component matrix with Cronbach's Alphas for each factor

<i>Items</i>	<i>Desire to learn</i> ($\alpha = 0.74$)	<i>Desire to explore and experience</i> ($\alpha = 0.65$)	<i>Desire to rest</i> ($\alpha = 0.54$)	<i>Desire to socialize</i>
To visit an important and famous tourist attraction	0.541			
To extend my knowledge and learn new things	0.742			
To see important natural and/or cultural heritage	0.838			
To see historic buildings and traditional architecture	0.791			
To visit an museum	0.565			
To be close to nature		0.656		
To satisfy curiosity		0.548		
To have an authentic experience		0.560		
Other's recommended a visit to this place		0.557		
To escape the crowds in the city centre of Amsterdam			0.840	
To rest and relax			0.680	
To spend time with friends or relatives				0.895

The four extracted factors were saved in SPSS as new variables in order to be able to proceed with further analyses. These variables were based on their factors scores, rather than mean scores.

The next sections will focus on the analyses needed in order to answer sub-questions 2, 3, 4 and 5.

5.3 What motivated the respondents?

Looking further into motivation, tourism literature has shown that the question why people travel and what drives them to destinations has been and still is an important question in tourism research (Crompton, 1979; Iso-Ahola, 1982; McCabe, 2000; Božić et al., 2016). As motivation is the common answer to this question (Castaño et al., 2003 in Devesa et al., 2010), the main purpose of the conducted questionnaire was to research what motivated the visitors of the Zaanse Schans to visit the windmills. In order to do this the questionnaire contained the twelve questions on statements about motivational push-factors and pull-factors (Crompton, 1979), that have also been used in the previous factor analysis. As motivation is very important, this section focusses on answering the following sub-question:

What motivations have led to the decision to travel outside the city centre into the region?

To be able to make any statements about this, the means for each of the 12 motivational questions³ are calculated, which resulted in the following ranking of importance:

Table 5.6 Mean scores of the twelve motivational questions

Ranking	Item	Mean
1.	To see important natural and/or cultural heritage	4.24
2.	To see historic buildings and traditional architecture	4.22
3.	To satisfy curiosity	4.20
4.	To have an authentic experience	4.06
5.	To extend my knowledge and learn new things	3.89
6.	To visit an important and famous tourist attraction	3.87
7.	To spend time with friends or relatives	3.67
8.	To be close to nature	3.46
9.	To rest and relax	3.16
10.	Other's recommended a visit to this place	3.10
11.	To visit a museum	2.56
12.	To escape the crowds in the city centre of Amsterdam	2.28

As table 5.6 shows, the motivational item 'to see important natural and or cultural heritage' has the highest mean score (mean = 4.24). Thus, the respondents consider this to be the most important item. Better said, on average the respondents' main and most important motivation to visit the Zaanse Schans is to see important natural and/or cultural heritage. Additionally, the second most important motivation is 'to see historic buildings and traditional architecture'. Interestingly, the item that is scored as the least important it 'to escape the crowds in the city centre of Amsterdam', with a mean of 2.28. Apparently, tourists do not try to escape the sometimes overcrowded city centre.

5.3.1 Mean scores of the factors

Now we know that on average respondents visit the Zaanse Schans because of the heritage it is also interesting to see which of the four motivational factors (derived from the exploratory factor analyses) is considered to be the main motivator for international visitors. As the four factors that were saved after the factor analysis consisted of factor loadings instead of mean scores, new

³ Remember that these twelve questions have used a 5-point Likert scale where 1 = not at all important and 5 = very important. Therefore the items with the highest mean are considered as being the most important for the respondents and the items with the lowest mean the least important.

variables were therefore created including the mean scores on the four factors. This means that, for example, for factor 1 the scores on the items ‘to visit an important and famous tourist attraction’, ‘to extend my knowledge and learn new things’, ‘to see important natural and/or cultural heritage’, ‘to see historic buildings and traditional architecture’ and ‘to visit a museum’ were added up and divided by five in order to obtain a mean score for each respondent. The above-mentioned items were derived from the factor analysis and together form factor 1. The same is done for the items that form factor 2 and 3. Reminder: factor 4 only existed of one item, so a mean score for each respondent on this factor cannot be calculated.

The re-calculating resulted in three new variables with a mean score for each individual respondent on the items that together form the factors. For the one item that forms factor 4 by itself, the mean has also been calculated, which resulted in the following statistics:

Table 5.7 Mean scores for each factor

	Mean	Ranking
Factor 1: Desire to learn	3.76	1
Factor 2: Desire to explore and experience	3.70	2
Factor 3: Desire to rest	2.71	4
Factor 4: Desire to socialize	3.67	3

The results in table 5.7 show that the respondents scored the desire to learn as the most important motivator for them to visit the Zaanse Schans, as this factor has the highest mean (mean = 3.76). This refers to the extent to which international visitors are motivated to gain new knowledge or extend their existing knowledge. The least important item is the desire to rest as this item has the lowest mean (mean = 2.71). This refers to the extent to which international visitors are motivated to visit the Zaanse Schans in order to rest and escape from the crowded city centre.

Looking at the desire to learn as being the most important motivators, this does make sense as both the items ‘to see important natural and/or cultural heritage’ and ‘to see historic buildings and traditional architecture’ are part of this factor.

To summarise, respondents on average visit the Zaanse Schans because of the heritage, historic buildings and traditional architecture, which drives them to learn new things and extend their existing knowledge. To what extent certain factors have had influence on these motivations will be assessed in the coming sections.

5.4 The influence of demographic characteristics on motivation

Amongst others, Romao et al. (2015) state that demographic characteristics can influence one’s motivation to travel, and whether this also applies to this research specifically will be tested. They found that different motivations can exist amongst people with different demographic characteristics. Based on these findings, the characteristics that will be used in multiple analyses are: gender, age, marital status, highest completed educational level and country of origin (divided by continent). The outcomes of these analyses eventually resulted in an answer to the following sub-question:

To what extent do demographic characteristics influence the motivations of international visitors?

The first demographic character to be tested is gender, in order to see whether there is a difference in motivation between men and women. The testing of the influence of gender is done with the four motivational factors that were derived from the factor analysis (see section 5.2). As the question on gender only consisted of two answer categories, the analysis used for this test is an Independent samples T-test, which tests differences between two groups. The other demographic characteristics are presented separately, as other tests had to be run, because they consisted of more answer categories.

The results of the Independent samples T-test are shown in table 5.8.

Table 5.8 Results of the Independent T-test of gender on factor scores

	Gender	N	mean	T	df	p (2-tailed)
Learning	Male	35	-0.20	-1.489	99	0.140
	Female	66	0.11			
Exploring	Male	35	-0.18	-1.284	99	0.204
	Female	66	0.10			
Resting	Male	35	0.22	1.568	99	0.116
	Female	66	-0.11			
Socializing	Male	35	-0.10	-0.713	99	0.486
	Female	66	0.05			

*Significant at the 0.05 level

To say that there is a difference in motivation between men and women a p score of < 0.05 needed to be found. However, as can be seen in table 5.8 all significances (p scores) are higher than the required significance level. So, no significant difference is found between men and women for any of the four factors of motivation. Also, running an Independent samples T-test with the twelve motivational items separately (where the four factors are derived from) rather than the four motivational factors, did not result in any significant results.

To conclude, based on the findings of the T-tests it is found that men and women do not differ in their motivation to visit the Zaanse Schans as gender has no significant impact on motivation⁴.

As gender is not the only demographic characteristic found in the literature to be of influence on motivation, multiple One Way ANOVA⁵ tests were conducted to test the influence of age, marital status, highest completed educational level and country of origin. The results of the five conducted One Way ANOVA tests (see box 4) are shown in table 5.9.

⁴ To double test this conclusion and to avoid nuances a Nonparametric Mann-Whitney U Test was conducted as an alternative to the Independent T-test. The U test also indicated that there were no significant differences in motivations between the two groups (male, female). The reason for this is that the results for factor 1 were $U = 902$ and $p = 0.071$, for factor 2 $U = 997$ and $p = 0.260$, for factor 3 $U = 959$ and $p = 0.162$ and for factor 4 $U = 985$ and $p = 0.225$. The results do not meet the significance criteria of $p < 0.05$, which means that the result of the Independent T-test is confirmed by the Mann-Whitney U Test.

⁵ As the variables are made up out of more than two groups and the T-test only tests differences between two groups, the ANOVA tests is more suitable. These tests are not run with any contrasts, as there are no specific hypotheses that assume differences between specific groups.

Box 4: Levene's Test for Equal Variances

Before running the ANOVA analysis the Levene's Test for Equal Variances was run for each variable. This test is designed to test the null hypothesis that the variances of the groups are the same. In this case, the Levene's test is testing whether the variances of the groups in age, marital status, educational level and country of origin are significantly different. A significant result (Sig. < 0.05) would mean one of the assumptions of ANOVA is violated and further steps to rectify this have to be taken (Field, 2005). When looking at the results of this Levene's test in table 5.9 all characteristics, except country or origin, show a significant result as $p < 0.05$, which means that one of the assumptions of the ANOVA is violated. One common way to rectify this is using the Welch's F or the Brown-Forsythe F to draw conclusions from (Field, 2005), which are therefore also given.

Table 5.9 Results of the One Way ANOVA tests

	Levene's test	F	Sig. Levene	Sig. ANOVA	Welch	Brown-Forsythe
<u>Age</u>						
Learning	1.577	3, 97	0,200	0.335	0.407	0.373
Exploring	0.460	3, 97	0,711	0.069	0.055	0.097
Resting	3.498	3, 97	0.018*	0.514	0.672	0.696
Socializing	2.762	3, 97	0.046*	0.020*	0.039*	0.029*
<u>Marital status</u>						
Learning	0.335	2, 98	0.716	0.024*	0.022*	0.024*
Exploring	0.277	2, 98	0.758	0.324	0.294	0.319
Resting	4.682	2, 98	0.011*	0.288	0.402	0.307
Socializing	2.239	2, 98	0.112	0.657	0.677	0.677
<u>Educational level</u>						
Learning	1.662	4, 96	0.165	0.658	0.690	0.794
Exploring	3.563	4, 96	0.009*	0.108	0.051	0.193
Resting	2.197	4, 96	0.075	0.132	0.087	0.071
Socializing	2.270	4, 96	0.067	0.009*	0.022*	0.023*
<u>Country of origin</u>						
Learning	2.426	4, 96	0.053	0.277	-	-
Exploring	1.495	4, 96	0.210	0.601	-	-
Resting	0.448	4, 96	0.774	0.002*	-	-
Socializing	0.725	4, 96	0.577	0.983	-	-

*Significant at the 0.05 level

As can be seen in this table, the ANOVA tests show significant results for marital status on factor 1 – learning ($p = 0.024$), for the country of origin on factor 3 – resting ($p = 0.002$) and for highest completed educational level and age on factor 4 – socializing ($p = 0.020$ and $p = 0.009$). As these significances are found, it is interesting to look at which precise groups differ from each other in their motivation.

Who differs from each other?

The testing is done with the help of multiple Post-Hoc Tests, including the Hochberg's test⁶. The results showed that the significant difference in the importance of 'desire to learn' (factor 1) as a motivation applies to people in a relationship and married people ($M_{\text{Difference}} = -0.680$). It became clear that for married people the desire to learn is of higher importance as a motivation to be at the Zaanse Schans than for people in a relationship.

With regards to 'desire to rest' (factor 3) as a motivation, the results showed a significant difference between European respondents and Asian respondents ($M_{\text{Difference}} = -0,849$), South-

⁶ This test was chosen as the sample size (group sizes) differ from each other.

American respondents and European respondents ($M_{\text{Difference}} = 1.677$) and South-American respondents and North-American respondents ($M_{\text{Difference}} = 1.798$). People from Europe find the desire to rest less important than people from Asia, while people from South-America find resting more important than people from North-America and Europe.

Lastly, the results show that the significant difference on the 'desire to socialize' (factor 4) as a motivation applies to people between the <25 age group and the 26-45 age group ($M_{\text{Difference}} = 0.728$). People under 25 assess the importance of socializing as motivation to be at the Zaanse Schans higher than people between the age of 26 and 45. The tests also showed that people with a high school diploma assess the importance of socializing as motivation significantly differently to people with a masters diploma ($M_{\text{Difference}} = 0.806$). The respondents with a high school diploma find it more important to socialize than people with a completed master's study.

The actual influence of demographics on motivation

Other than testing the possible differences on motivation between different socio-demographic groups, the actual influence of demographic characteristics on motivation was also tested. This was done by carrying out four linear regression analyses with the enter-method (see box 5). Each motivational factor was independently included as dependent variables and the five demographic characteristics as predictors.

The overall significance of the regression analysis model per factor is: Learning = 0.111, Exploring = 0.132, Resting = 0.269 and Socializing 0.008. This shows that the demographic characteristics (gender, age, marital status, education and country of origin) are not significant predictors for factors 1, 2 and 3 (as $p > 0.05$), whereas they are significant predictors for factor 4 (as $p < 0.05$). This means that no significant relationship is found between the demographic characteristics of the respondents and the desire to learn, desire to explore and desire to rest as motivations. However, a relationship is found between the demographics and the desire to socialize as motivation to visit the Zaanse Schans.

Despite the fact that the results derived from factors 1, 2 and 3 are not significant they can still be relevant. The only thing is that the findings cannot be generalized beyond the sample, as the regression analysis is not statistically significant. The findings of the multiple regression analyses for all four factors are presented in table 5.10.

Box 5: Multicollinearity

Before running the analysis the five demographic items were tested on multicollinearity with the help of the variance inflation factor (VIF). The VIF indicates whether a predictor has a strong linear relationship with the other predictors, and when the VIF > 10 or the tolerance < 0.10, there is a strong change of multicollinearity obstructing the results (Field, 2013).

The results showed that none of the five demographic items had a VIF > 10 or a tolerance < 0.10 on any of the four motivational factors (which were derived from the factor analysis). All of the five VIF scores were between 1 and 2, and all the tolerance scores were between 0.53 and 0.95. This means that there is no strong correlation between the five demographic variables and the multiple regression analysis can be continued.

Table 5.10 Results of the Multiple Regression Analyses for the four factors

	Learning		Exploring		Resting		Socializing	
	Unstandardized B	SE B	Unstandardized B	SE B	Unstandardized B	SE B	Unstandardized B	SE B
Constant	-1.413	0.636	-0.639	0.638	0.833	0.644	0.708	0.615
Gender	-0.391	0.212	-0.290	0.212	0.302	0.214	-0.036	0.204
Age	0.095	0.144	-0.338	0.145	-0.022	0.146	-0.134	0.140
Marital status	0.217	0.155	0.060	0.156	0.185	0.157	0.193	0.150
Educational level	-0.041	0.124	0.094	0.125	-0.032	0.126	-0.384	0.120
Country of origin	0.110	0.113	0.118	0.113	-0.184	0.114	0.070	0.109

Looking at the Unstandardized *B*, telling which variable contributes the most to the model and in what way, the following results are found for the four factors:

- Desire to learn (factor 1): gender is the demographic characteristic that contributes the most to this model in a negative way ($B = -0.391$). A difference is found in importance of 'Desire to learn' as a motivation: on average women consider learning as more important than men.
- Desire to explore (factor 2): age contributes the most to this model in a negative way ($B = -0.338$). This means that the older one gets the less important 'Desire to explore and experience' becomes as a motivation.
- Desire to rest (factor 3): gender contributes the most to the model in a positive way ($B = 0.302$). This means that there is a difference in importance of 'Desire to rest' as a motivation: on average men consider resting as more important than women.
- Desire to socialize (factor 4): the findings on factor 4 can be generalized beyond the sample, as this factor does show statistically significant results ($p = 0.008 < 0.05$). $R^2 = 0.149$, which means that the independent variables account for 14.9%. The variable 'educational level' contributes the most to the model in a negative way ($B = -0.384$). This means that the higher the highest educational level, the less important 'desire to socialize' is as a motivation.

5.4.1 Summary of the influence of demographics on motivation

As the multiple researchers have found that demographic characteristics can influence ones motivation to travel, or in other words, that motivation can differ per person (Romao et al., 2015; Kozak, 2002; Iso-Ahola, 1980), the influence of the socio-demographic characteristics gender, age, marital status, highest level of education and country of origin on the four motivational factors was tested. This was done with the help of an Independent samples T-test and multiple One Way ANOVA tests in order to investigate differences between certain groups. Table 5.11 gives an overview of the results of these tests.

Table 5.11 Significant results of the conducted SPSS tests

	Gender	Age	Marital status	Education	Country of origin
Learning	×	×	✓ *	×	×
Exploring	×	×/✓ **	×	×	×
Resting	×	×	×	×	✓ *
Socializing	×	✓ *	×	✓ *	×

*Significant at the 0.05 level

**Significant at the 0.10 level

This table shows for example that people with different marital status significantly differ in the importance of 'learning' (factor 1) as a motivator to be at the Zaanse Schans, while for exploring, resting and socializing marital status does not make any difference. With regards to people in different age groups, significant differences are found in the importance of 'socializing' (factor 4). In other words, people of different age assess the importance of the desire to socialize differently as a motivator to visit the Zaanse Schans. Only at a 90% confidence interval do people of different ages show a difference in the importance of 'desire to explore' (factor 2) as motivation.

When looking at the results of the T-test and ANOVA tests it can be said that for all of the demographic characteristics, except for gender, significant differences are found between certain groups. Even though not all of the results were significant, it can still be concluded that what has been found in the literature on the influence of demographics on motivation is, to a certain, also applicable to this research. The same applies to the results of the multiple linear regression analyses that were conducted. Even though not all of these tests showed significant results, the results that were found to be significant cannot be neglected.

So, in short, for this research it means that significant results are found for demographic characteristics to have influence on the motivation of international visitors to visit the Zaanse Schans. In other words, for respondents with different demographic characteristics, the motivation to be at the windmill village differs, just as was found by (amongst others) Romao et al. (2015).

5.5 The influence of the destination image dimensions on motivation

Other than testing the influence of demographics on motivation, the influence of multiple dimensions of destination image on the motivation of the respondents to visit the Zaanse Schans is also tested. As has been stated a number of times in the literature, the perceived image people have of a destination is one of the most dominant factors that drive tourists to that location (Cho, 2008; Božić et al., 2016; Nicoletta & Servidio, 2012), and whether this also applies to this research in particular will be tested. By this, it means the pre-visit destination image, which can differ from the post-visit destination image people have after they have visited a certain destination (Beerli & Martín, 2004). In order to test whether the findings of the literature also apply to this research, respondents were asked to rank the importance of seven dimensions of the pre-visit destination image for them to be at the Zaanse Schans. These dimensions were derived from the framework of Beerli & Martín (2004), and were questioned using a five point Likert-scale (1 = not at all important, 5 = very important).

The results of these questions were analysed with the help of multiple statistical analyses, resulting in answering the following sub-question:

To what extent do the various dimensions that determine destination image influence the motivations of international visitors?

First of all, table 5.12 shows the frequency table of the seven dimensions of destination image that were questioned. The frequency is shown both in exact numbers and in percentages, and the means, medians and modes are also given as measures of central tendency. Where the mode shows the most common answer, the median shows the middle observation.

Table 5.12 Frequency table of the destination image factors

	Travel time		Pricing		Attractiveness		Uniqueness & distinctiveness		Reputation		Character of the place		Accessibility	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%
(1) Not at all important	6	5.9	7	6.9	0	0	0	0	5	5	1	1	12	11.9
(2) Slightly important	22	21.8	27	26.7	4	4	2	2	10	9.9	5	5	5	5
(3) Important	31	30.7	30	29.7	16	15.8	13	12.9	27	26.7	17	16.8	28	27.7
(4) Fairly important	27	26.7	27	26.7	34	33.7	38	37.6	30	29.7	37	36.6	28	27.7
(5) Very important	15	14.9	10	9.9	47	46.5	48	47.5	29	28.7	41	40.6	28	27.7
Mean	4.11		3.23		3.06		4.23		4.31		3.67		3.54	
Median	4		3		3		4		4		4		4	
Mode	3		3		5		5		4		5		3 ^a	

^aMultiple modes exist. The smallest value is shown.

As can be seen in the table all mean scores are between 3 and 5, which means that on average the respondents scored the importance of the seven dimensions either important, fairly important or very important. When looking at the modes, this is confirmed as the most common answers for all seven dimensions are the third, fourth or fifth answer category (respectively important, fairly important and very important). In addition, the medians show that the middle answers consist of at least 'important'. Therefore, based on these results, it can be concluded that for all respondents on average destination image is an important factor in the decision-making process before going to the Zaanse Schans.

It is therefore interesting to look at what dimension is considered to be the most important for the respondents. Based on the mean scores, it can be said that reputation is the most important dimension of the pre-visit destination image for the respondents to visit the windmill village. This dimension shows the highest mean score of 4.31. The second most important is the 'uniqueness and distinctiveness' of the Zaanse Schans, which after the 'travel time' is also considered as being important to respondents. For the respondents the least important are the attractiveness, pricing and accessibility of the Zaanse Schans.

However, when looking at the modes the 'uniqueness and distinctiveness', 'attractiveness' and 'character of the place' are considered as the most important dimensions of the pre-visit destination image of the respondents. For those three dimensions the most common answer given is 'very important' (fifth answer category), while the least important dimensions are the travel time, pricing and accessibility as they have the lowest mode.

5.5.1 Correlations

As the respondents seem to attach importance to the destination image, as a next step a two-tailed Spearman's Rho correlation analysis was carried out. This test researched whether the seven dimensions of the pre-visit destination image influenced the motivational factors, which would then show statistically significant relationships. The analysis resulted in a correlation matrix in which all four motivational factors and all seven dimensions of destination image were included. The results are shown in table 5.13.

Table 5.13 Correlation matrix for the dimensions of destination image

	1	2	3	4	5	6	7	8	9	10	11
1. Factor 1: learning	-										
2. Factor 2: experiencing	-	-									
3. Factor 3: resting	-	-	-								
4. Factor 4: socializing	-	-	-	-							
5. Accessibility	0.159	0.110	0.117	-0.035	-						
6. Travel time	-0.011	0.272*	0.002	0.098	0.460*	-					
7. Pricing	0.056	0.116	0.198	-0.015	0.262*	0.547*	-				
8. Attractiveness	0.257*	0.279*	-0.003	-0.014	0.271*	0.315*	0.185	-			
9. Uniqueness distinctiveness	0.141	0.293*	0.073	-0.012	0.103	0.155	0.089	0.376*	-		
10. Reputation	0.306*	0.195	0.060	-0.022	-0.004	0.092	0.248	0.192	0.213	-	
11. (Historical) character	0.456*	0.089	0.033	0.010	0.172	0.198	0.300*	0.154	0.311*	0.444*	-

* Correlation significant at the 0.05 level (two-tailed)

When looking at the results presented in the table, significant correlations are found between some of the four motivational factors and some of the seven dimensions of destination image, indicated with ^{*7}. The results of these correlations show significant positive correlations between:

- Factor 1 (desire to learn) and attractiveness ($r = 0.257$), reputation ($r = 0.306$) and (historical) character ($r = 0.456$) at the 0.05 level. This means positive coherence is found between the desire to learn as motivation and the three destination image dimensions. When desire to learn becomes more important as a motivation, the attractiveness, reputation and (historical) character of the Zaanse Schans also become more important.
- Factor 2 (desire to explore and experience) and travel time ($r = 0.272$), attractiveness ($r = 0.279$) and uniqueness & distinctiveness ($r = 0.293$) at the 0.05 level. This means coherence is found between the desire to explore and experience as motivation and the three destination image dimensions. When the desire to explore and experience as a motivation becomes more important as a motivation, the travel time, attractiveness and uniqueness & distinctiveness of the Zaanse Schans also become more important.
- Correlations between factor 3 and the seven dimensions were not significant.
- Correlations between factor 4 and the seven dimensions were not significant.

⁷ However, significant correlations are also found between the seven destination image dimensions. Analyzing this, the positive correlations make sense when thinking logically. For example, travel time shows a correlation with accessibility ($r = 0.460^*$). This means that when the importance of travel time increases, the importance of accessibility also increases. It is assumed that when one finds travel time important it should be as short as possible, which in turn improves the accessibility of the visited site and thus the importance of it. Another example can be found in the correlation between the (historical) character and the reputation ($r = 0.444^*$). This means that when the importance of character increases, the importance of reputation as a reason to travel to the Zaanse Schans also increases.

5.5.2 Summary of the influence of destination image on motivation

As multiple authors (e.g. Bigné Sánchez & Sánchez, 2001; Nicoletta & Servidio, 2012) have found that the perceived destination image of a place is one of the most influential factors driving and motivating tourist to visit that place, whether this also applied to this research in particular was tested. In order to research to what extent the dimensions of destination image influenced the motivation of respondents, the descriptive statistics were first analysed. Based on the mean scores and modes, it could be concluded that respondents on average seem to attach importance to the destination image as they scored the importance of the dimensions at least as 'important'. After this was determined, the influence of the destination image on motivation was tested with the help of a correlation analysis. The results of this test showed that for the first three motivational factors (learning, experiencing and resting) relationships were found with the destination image dimensions. For the fourth factor (socializing) no significant relationship was found (see table 5.14).

Table 5.14 Significant results of the correlation analysis

	Accessibility	Travel time	Pricing	Attractiveness	Uniqueness & distinctiveness	Reputation	(Historical) character
Learning	×	×	×	✓ *	×	✓ *	✓ *
Exploring	×	✓ *	×	✓ *	✓ *	×	×
Resting	×	×	×	×	×	×	×
Socializing	×	×	×	×	×	×	×

*Significant at the 0.05 level

The above table shows, for example, that when the motivation to learn something becomes more important, the (historical) character of the Zaanse Schans also becomes more important since a significant correlation is found. Even though no predictions were made, logically thinking the relations that were found do make sense. For example, when someone wants to learn new things, it is logical that the attractiveness, reputation and the (historical) character are of more importance. Furthermore, when someone is keen to explore things more, it is also logical that travel time, attractiveness and the uniqueness and distinctiveness of the Zaanse Schans are considered to be more important.

In summary, for this research, significant results are found showing that destination image dimensions influence the motivation of the international visitors to visit the Zaanse Schans. As found by (amongst others) Bigné et al. (2001), the respondents' pre-visit destination image of the windmill village influenced their motivation and the destination image was of importance for the respondents.

5.6 The influence of the spreading policy on motivation

The third thing that will be tested is the influence of the spreading policy of the Metropolitan Region Amsterdam on respondents' motivation. As the tourism industry of Amsterdam is a booming business with a growing number of international visitors who come to see the canals and the Rijksmuseum, tourism management has come into play. As explained in chapter 5, both the government, the MRA and the municipality are of the opinion that management is needed as Amsterdam is experiencing growing pressure with as a consequence, excessive tourism and overcrowding at top sites and attractions. In order to make such management as effective as possible, these parties have come together to form a network, focussing on tourism management in

order to lower the pressure on the city and ensure a sustainable future. As became clear in chapter 5, to give direction to this management, policy has been drawn up at various levels, which are in turn aligned as much as possible. Within the framework of the drafted tourism policy, initiatives for promoting tourism outside mainstream areas have emerged, such as the national strategy HollandCity to spread visitors nationwide and the 'Balanced City' program within the municipality of Amsterdam which is connected to the regional spreading strategy. On the regional scale level, with the help of the campaign Visit Amsterdam, See Holland, the Metropolitan Region Amsterdam aims to spread the international visitors and attract them to the region after they have visited Amsterdam's highlights. It is stated that this policy and campaign are showing successful results, in the sense that the areas that are part of the policy are attracting more visitors. This section will therefore focus on testing whether this applies to this research and will answer the following sub-question:

To what extent does the spreading policy influence the decision of international visitors?

In order to answer this question, the statistics from the multiple questions that were included in the questionnaire with regards to the influence of the spreading policy are used. These statistics are presented in the coming sections.

5.6.1 Being informed about the Zaanse Schans

As there are developed certain instruments, in the context of the spreading policy, to make visitors more aware of the region and attract them to the region, the respondents were asked first how they found out about the Zaanse Schans. The answer options included the physical instruments that are designed to promote the Old Holland theme area, as this research covers that area (e.g. Old Holland information flyer). It is important to mention that respondents had the option to choose more than one answer as it is possible that they found out about the Zaanse Schans through multiple resources. The results are presented in table 5.15.

Table 5.15 Frequency table for the question 'How did you come to know about the Zaanse Schans?'

	Frequency		Percentage	
	Yes	No	Yes	No
Travel guide	28	73	27.7	72.3
Someone else told me about it	49	52	48.5	51.5
I Amsterdam social media	8	93	7.9	92.1
Other social media (not from I Amsterdam)	13	88	12.9	87.1
'Old Holland' information flyer and map	6	95	5.9	94.1
Posters in the city centre	1	100	1.0	99.0
Information provision at Schiphol Airport	1	100	1.0	99.0
I Amsterdam.com (website)	10	91	9.9	90.1
Other website	17	84	16.8	83.2
Tourist office	10	91	9.9	90.1
Other:				
- Hotel information	2	99	2.0	98.0
- Organized bus trip	2	99	2.0	98.0

When looking at this table, it can be said that most respondents found out about the Zaanse Schans either because other people had told them about it (48.5%) or because they had read about it in a travel guide (27.7%). When looking at the instruments that were designed in the context of the policy (e.g. Old Holland information flyer or poster), most of them have not been designated by the respondents as a reason for being familiar with the Zaanse Schans. For example, only 5.9% of

respondents found out about it due to the 'Old Holland' information flyer and even less respondents (1.0%) found out about it by posters in the city centre (as shown on figure 4.6, page 41). The majority of respondents have therefore come to the windmills due to 'word of mouth' or because of the information in a travel guide and not because of any physical policy instruments.

5.6.2 Being informed about the spreading policy

In addition to the question of how respondents came to know about the Zaanse Schans, they were also asked a question focused on the physical policy instruments in particular. The results of this question are shown in table 5.16.

Table 5.16 Frequency table for the question 'Which of the following things have you seen and/or used?'

	Frequency		Percentage	
	Yes	No	Yes	No
Old Holland information flyer and map	12	89	11.9	88.1
Old Holland poster	5	96	5.0	95.0
Information provision of 'Old Holland' at Schiphol Airport	4	97	4.0	96.0
Visit Amsterdam, See Holland information sign	4	97	4.0	96.0
Amsterdam Magazine	1	100	1.0	99.0
Old Holland information on social media	3	98	3.0	97.0
Old Holland information on the IAmsterdam.com website	6	95	5.9	94.1
None of the above	75	26	74.3	25.7

These results show that the majority of respondents have not seen or used any of the above-mentioned policy instruments, as 74.3% did not come in to contact with any of the instruments. In addition to this, 87.1% of the respondents did not come in to contact with the campaign Visit Amsterdam, See Holland, as they answered the question 'Have you heard or seen anything of the campaign Visit Amsterdam, See Holland?' negatively. Therefore, it can be concluded that only a small number of respondents is aware of the existence of the spreading policy, the campaign and its instruments.

However, interestingly, 49.5% of the respondents are aware of the fact that the Zaanse Schans is part of the Old Holland area, even though the majority of the respondents have not seen or heard anything of the campaign that uses this area name for promotion. Furthermore, 53.5% of the respondents see the Zaanse Schans as being part of Amsterdam. Despite this, the majority of the respondents (70.3%) are aware of the fact that the Zaanse Schans is not located in Amsterdam. So even though the majority of the respondents did see the Zaanse Schans as part of Amsterdam, the majority is also aware of the fact that it is located outside Amsterdam and it might therefore only feel like being in Amsterdam, while actually being located in Zaandam. In short, it can be concluded that the respondents are unaware of or do not attach any value to the city boundaries as, in their eyes, Amsterdam is bigger than the city centre.

5.6.3 Using the new developed transport ticket?

Something else that has been developed in the context of the spreading policy is the Amsterdam & Region Travel Ticket, which can be used with all public transport modes in the entire region. The idea behind this is to improve the accessibility of the metropolitan region (Amsterdam Marketing, 2018). Because of this, the respondents were asked whether or not they had used this ticket to travel to the Zaanse Schans. Statistics showed that most of the respondents (56.4%) had never heard of this card, while 28.7% had heard of it, but were not using it. Some respondents (5.9%) said that they had used

the IAmsterdam City Card, which they could have confused with the Amsterdam & Region Travel Ticket (section 4.4.2, p. 42).

In addition to this it was interesting to see which transport modes the respondents used to travel to the Zaanse Schans as the majority did not use the Amsterdam & Region Travel Ticket. Results showed that most respondents (50.5%) did use public transport (either bus, tram, metro or train). Furthermore, most respondents came on their own initiative, as only 13.3% of the respondents were part of an organized bus trip. So even though the majority of the respondents did not use the newly developed public transport card, they did use public transport. This would mean they travelled to the Zaanse Schans using 'regular' public transport tickets.

5.6.3 Summary of the influence of the spreading policy on motivation

The above statistics can be used to draw conclusion about to what extent Metropolitan Region Amsterdam spreading policy has influenced the motivation of international visitors to visit the Zaanse Schans. Based on these results, it can be concluded that, overall, the majority of the respondents had no contact with any of the spreading policy instruments. Therefore, despite the fact that the Zaanse Schans has attracted a growing number of visitors in the last couple of years (Pretwerk, 2018), which gives the impression that the policy is doing its job, the respondents of this research are unaware of the policy and the campaign. An explanation for this can be that respondents visit the Zaanse Schans because of the attractiveness, uniqueness and distinctiveness of the cultural heritage and because it is something that cannot be found in Amsterdam itself.

5.7 Tourists' motivations in short

As previously mentioned, tourism studies have become interested in answering the who, when, where and how questions since the mid 1950's. Nowadays the question 'Why do people travel?' still remains an important one, as knowing why people travel is very important for the marketing and promotion, planning and management of a tourist destination (Crompton, 1979; Božić et al., 2016). Research showed that motivation is the most common answer to the question raised, which makes motivation a very important concept in the tourism studies.

Therefore, in this research, questionnaires were used in order to question the motivations of international visitors to visit the Zaanse Schans. The analyses showed that most respondents were young and single women from Europe with a highest education of high school. Most of them did not visit Amsterdam before, what makes them first-time visitors, instead of repeat visitors. The majority of the respondents chose to stay in Amsterdam overnight and travelled from the city centre to the Zaanse Schans by themselves. Mainly public transport was used for this journey, and most of the respondents became informed about the windmill village by word of mouth or because they had seen it in a travel guide. The main driver behind their travel decision is to learn new things and extent their existing knowledge, which they do by visiting important cultural heritage in a unique and attractive environment. However, the motivations seem to differ between people of different age, with a different marital status, different education and different country of origin. Furthermore, an important aspect in their decision making process to travel to the Zaanse Schans was the pre-visit destination image, which influenced their motivations. Lastly, the main finding of the analyses was that respondents seem to be unaware of the spreading policy attempts and do not travel into the region to escape the crowded city centre. As first-time visitors they see the Zaanse Schans as one of Amsterdam's highlights, located outside Amsterdam's city centre. The final chapter will discuss these findings to a greater extent, including a reflection on the results and limits of this research.

6 Conclusion and discussion

Tourism, as a significant form of human activity, is showing an extensive worldwide growth, which is most prominent in the urban environment. As more and more people are travelling, this results in a more extensive use of many facilities and services at tourist destinations. This means that visitors do not only bring positivity (e.g. in the form of economic benefits); the growing influx of tourists can have major impacts on the local environment, economy, culture and society. As a result of this, it has become more apparent that visitors need to be managed. Therefore, cities all over the world have responded (e.g. Barcelona and Venice), in order to maintain a balanced living and working environment and prevent further negative impacts.

Looking at the Dutch context, Amsterdam is the city that is actively managing the increasing number of visitors visiting the canals, Rijksmuseum and other highlights. Initiatives for managing the visitors emerged in recent years as Amsterdam is experiencing a growing pressure on its urban environment, with overcrowding as a consequence. The goal of this management is not to avoid tourists to come to Amsterdam, rather it focuses on ways and means to influence visitors' access, product provision, knowledge, timing, and mainly the choices of location. One of the initiatives is promoting tourism outside Amsterdam's mainstream areas, in an attempt to attract visitors to and spread them in the regional area surrounding the city centre, the Metropolitan Region Amsterdam (MRA). The idea is that visitors become informed about the range of tourist attractions the region has to offer, so they also visit the region after visiting the highlights in Amsterdam's city centre. This management tactic called 'spreading' in particular, but other management attempts as well, can influence the decision making process of the visitors when deciding to travel somewhere, and with this their travel motivations.

In this research, a further elaboration on the various aspects of tourism management is included, and an alignment with the motivations of international visitors has been made. As mentioned, there is a clear gap between research that links the management of tourism and the motivations of tourists. It has not been studied extensively whether management influences motivation. Therefore, this research focused upon the tourism networks formed in the Netherlands to manage tourism, as well as on travel motivations of international visitors visiting the MRA, including research on the influence of the management on these motivations. The study is based on literature about the multiple forms of management of tourism, whether or not implemented in networks, as well as on theories that describe the importance of the question why people travel. Furthermore, literature examining the influence of certain personal factors on travel motivations was used in the theoretical framework of this research (i.a. Garcíá & Claver, 2003; Bremner, 2016; Mason, 2016). Based on this, this research has sought to answer the following main-question:

What motivates international visitors to visit a location outside Amsterdam's city centre and to what extent is the motivation influenced by personal factors and policy?

In order to answer this question and related sub-questions, both a qualitative and quantitative research method were adopted. There was used a combination of (policy) document analysis, three in-depth interviews with relevant stakeholders of the Dutch tourism management, and 101 questionnaires amongst international visitors of the Zaanse Schans (the case of this research). The results of the questionnaires were analysed with the help of the statistical program SPSS.

In this final chapter, the results of the obtained and analysed data will be critically discussed. After answering the sub-questions, the main research question will be answered. Contribution to further development of theory and recommendations for praxis will also be provided. Finally, limitations of this research are considered, followed by recommendations for further research.

6.1 Answering the research questions

Tourism networks and tourism management in the Netherlands (sub-question 1)

This research started with looking into the tourism networks and tourism management in the Netherlands, as this management is the basis of the implemented policy. Therefore, the first sub-question of this research was the following:

How is the tourism network formed at national, regional and local level in the Netherlands and what are the tourism management strategies?

As said before, the social relevance of this research can be found in the fact that the pressure on the urban environment needs to be lowered. However, the question is how to do this. Examining multiple (policy) documents, and conducting three interviews resulted in the conclusion that in the Dutch context multiple parties are aiming to do this with the help of policy. It became clear that the NBTC Holland Marketing, the Metropolitan Region Amsterdam and the municipality of Amsterdam are cooperation in the form of a network, in order to manage tourism in an as most efficient and effective way. This network can be defined as a policy network as defined by Presenza & Cipollina (2010), as it mainly concerns relationships between governments. For the management, multiple strategies are used, which are formulated in the form of national, regional and local policy, focusing on creating a long term sustainable tourism solution. For the implementation of this policy, there is a collaboration with Amsterdam Marketing at the regional and local level.

It can be said that at the three scale levels the need for managing the increasing influx of tourists is acknowledged in order to steer the tourism growth in the right direction. More specific, to lower the pressure on the tourism resources, all parties involved also acknowledge the need for spreading visitors more evenly across tourist destination in the Netherlands. Therefore, it appeared that the main management strategy used in the Netherlands is spreading, which has been drafted in either national (e.g. HollandCity strategy), regional (e.g. Visit Amsterdam, See Holland campaign) or local (e.g. Balanced City program) policy. Within the policy a shift from a focus on attempts to attract visitors to a focus on spreading, guiding and regulating them have been found, as it appears that visitors will come anyway. This shift started within the MRA, who already in 2009 acknowledged the need for spreading, which resulted in the Visit Amsterdam, See Holland campaign. This was followed by the national HollandCity strategy and the local Balanced City strategy in 2015. This shows, that in order to make the drafted policy as effective as possible, interaction between policy, marketing and cross-border measures is acknowledged in the Dutch context as being beneficial.

However, when looking at the viewpoints of the multiple parties of the network, contradictions can be found. Within the MRA and the municipality of Amsterdam the shift in focus is fully retrievable, as this research shows that the main goal of both parties is to spread visitors, and that there are no longer any attempts to attract visitors to Amsterdam. According to them, marketing for attraction is not needed and not desirable. Also the NBTC aims at spreading visitors countrywide, but this research also shows that they still try to attract visitors to the Netherlands (e.g. by the HollandImage

strategy). Even though the attempts executed for this do not specifically focus on attracting visitors to Amsterdam, it is still most likely that visitors will visit the Dutch capital. Even if this does not happen, the differences in point of view can lead to disagreement. Based on this, it can be concluded that the designed policy is only to a certain extent in line with and reinforces each other.

Referring back to the findings of the literature on networks (e.g. Provan & Kenis, 2008; Dredge, 2006; Van der Zee & Vanneste, 2015), stating that a management perspective based on networks wherein different stakeholders are connected, is beneficial for the tourism management, an addition can be made. As this research showed that the Dutch network could be improved at the government level, it makes clear that forming a network alone is not enough. Also the mutual coordination within the network about how to manage tourism is of great importance. Opposing interest will not lead to the efficient and effective management of tourism.

In short, looked at this network and the management approaches, it can be said that it partly supports the findings of the literature. The literature suggests that networks and management approaches focus on collaboration and stakeholder engagement transcending organizational boundaries and structures, which also seems to be important in the Dutch context, as the challenges and strategies overarch the regional and local policy setting. The NBTC, MRA and municipality of Amsterdam are cooperating with each other in the form of a network and in the first instance seem to coordinate their policies. However, despite the existence of this network, an opportunity for making the policies more aligned and maybe even creating an overarching policy is found as there are differences in viewpoints of the multiple stakeholders in the network (For further descriptions a schematic overview of this network and the management strategies, page 37).

Tourists' motivations, influenced by other factors? (sub-question 2 till 5)

In addition to mapping the tourism framework in the Netherlands, the motivations of international visitors to visit the Zaanse Schans were examined. As the spreading policy of the MRA focuses on attracting international visitors of Amsterdam to the region, and because of the fact that the policy instruments used can influence travel motivations, it was interesting to question the motivations of international visitors. This was done with the help of 101 questionnaires and was based on the following sub-question:

What motivations have led to the decision to travel outside the city centre, into the region?

The results of the statistical analyses have shown that the visitors' main motivation is their desire to learn, referring to the fact that they are motivated to visit the Zaanse Schans to gain new knowledge or extend their existing knowledge. This desire is driven by their curiosity to see important heritage in the form of historic buildings and traditional architecture. Other motivations found, are the desire to explore and experience, the desire to rest and the desire to socialize. Although these desires did motivate some of the respondents, they were found to be of less importance as motivation than the desire to learn. Interestingly, the visitors were not at all motivated by the desire to escape the crowds in the city of Amsterdam. This may be logical, since the Zaanse Schans already has to deal with the overuse problem at certain times (see section 6.2).

For researching the motivations, both push and pull factors were included as most researches on motivation only included pull factors. Also including push factors would provide a better image on the factors determining ones motivation. The findings of this research therefore contribute to the

theory as it shows the importance of push factors as well. The international visitors of the Zaanse Schans are not only motivated by pull factors, what confirms the findings of Crompton (1979) and Božić et al. (2017), stating that both push and pull factors are important in ones decision making process.

As literature showed that multiple factors could influence ones motivation to travel, the influence of these have been tested as well, in addition to researching the motivations itself. Firstly, the influence of the demographic characteristics of the respondents was tested, as i.a. Romao et al. (2015) have found a difference in motivation amongst people with different demographics. This was based on the following sub-question:

To what extent do demographic characteristics influence motivations of the international visitors?

In conclusion, the main finding of the analyses showed a significant influence of the demographic characteristics of the respondents on their motivation. For people with different ages, marital status, highest educational level and country of origin the motivations to travel to the Zaanse Schans differ. For example, younger people find the desire to socialize more important as motivation than older people. And married people assess the desire to learn as motivation as more important than people in a relationship.

Even though there was not found an influence of gender on motivation, the findings of the literature, stating that travel motivations differ for people with different demographics, can still be (partly) confirmed by the results of this research. Therefore, both theory and the insights of this research can be helpful to adjust management attempts focussing on strategies that differentiate per target group.

Secondly, the influence of the pre-visit destination image the respondents had of the Zaanse Schans was tested, as literature shows that one's image of a destination can influence the decision making process of travelling (i.a. Bigné et al. (2001). This testing was done with the help of seven dimensions and the following sub-question:

To what extent do the various dimensions that determine destination image influence the intention of international visitors to visit a place outside the city centre?

The examined dimensions of destination image were travel time, pricing, attractiveness, uniqueness and distinctiveness, reputation, character of the place and accessibility. In conclusion, the results of the analyses showed that for six out of seven dimensions an influence on motivation was found. This means that the image visitors had of the Zaanse Schans before deciding to visit it, influence their final motivation. The respondents considered the uniqueness, distinctiveness and reputation of the windmill village the most important destination image dimensions that had influenced their motivation. This shows that creating a unique tourist product is of importance. However only creating a good destination image is not enough, the marketing of it might even be more important (Hwang et al., 2016).

Lastly, the influence of the regional spreading policy of the Metropolitan Region Amsterdam on the motivations was tested. As it is stated that since the implementation of the policy the number of visitors of the Zaanse Schans have shown an increase, there was aimed to answer the following sub-question:

To what extent does the spreading policy influence the decision of international visitors to visit areas located outside the city centre?

This research showed that the respondents were unaware of the fact that policy attempts are executed in order to spread visitors across the region. International visitors became informed about the windmill village via word of mouth or a travel guide, instead of by any of the policy instruments used for informing visitors about the regional tourist attractions (such as information flyers or posters). Therefore, it can be concluded that the policy does not have the desired outcome, what can be linked to what has been found in the literature on Lefebvre's spatial triad. This shows that possible changes (due to policy) can influence the representation of everyday life. However, Lefebvre acknowledges that the changes made do not always have to have the desired outcomes, as the practical outcomes (the change in representation of everyday life) can differ from those aimed for with the changes. This is the same in the context of Amsterdam, as the policy attempts do not have the wished outcomes at the Zaanse Schans in the sense that the respondents are not aware of the policy and have been motivated by other important desires, rather than the desire to escape the crowds in Amsterdam's city centre. This mismatch can be caused by the fact that the government network formed by the NBTC, MRA and municipality of Amsterdam contributes insufficiently to efficient management.

Main research question answered

In conclusion, the main research question can be answered and based on the results of this research it can firstly be said that the regional policy attempts do not have the wished outcomes, as international visitors are unaware of it. The international visitors, which are mainly European, relatively young and first time visitors, visit the Zaanse Schans to learn new things and see heritage after they have read about it in a travel guide or because someone else told them to visit this place. Differences in motivation can be found by people with different demographic characteristics, while all respondents considered the destination image as an important factor in their decision making process. So, the desire to learn pushes them, while the positive pre-visit destination image pulled them to the Zaanse Schans, what means that the visitors are driven by both push- and pull factors as determined by Crompton (1979). After the visitors decided to visit the Zaanse Schans they mainly travelled on their own by public transport, while being unaware of the fact that this place is located outside Amsterdam, which does not seem to be an issue. This shows they are unaware of the city's boundaries or do not attach any value to these. Furthermore, they explained they do not try to escape the crowded city centre.

It is also important to note that, despite the fact that the policy is expected to be the most effective amongst repeat visitors, this research showed that the questioned international visitors have not visited Amsterdam before. Therefore, they cannot be seen as repeat visitors, but as first-time visitors. Another key finding is that distance is not considered as an important factor that influences the visitors' motivation to travel somewhere. This is a positive finding, and the specially developed transport card (Amsterdam & Region Travel Ticket) can be of real significance in this.

However, this research indicated that visitors are unaware of this ticket, what assumes more could be done in respect of the promotion of this card.

So, based on this research it cannot be said that the growing number of visitors of the Zaanse Schans is caused by the implementation of the policy. It appears that visitors are motivated by other desires, what suggest that the observed increase in visitor numbers is caused by the steadily growing worldwide tourism. This would mean the active spreading is a Dutch gaze and not that of the international visitors, as in the eyes of the foreigners, Amsterdam is larger than its city borders.

6.2 Reflection and recommendations for praxis

Based on the results of this research and the clear social relevance of the research topic, reflections can be made and multiple practical recommendations can be given.

As explained in section 1.2, the social relevance of this research is found in the fact that the pressure on the urban environment needs to be lowered, which is aimed to be done with the help of policy designed by the NBTC, the MRA and the municipality of Amsterdam. This policy focusses on spreading international visitors in the country and in the region. However, it seems like international visitors are unaware of the policy attempts. This means that the growing number of tourists visiting the Zaanse Schans might be caused by the combination of offering a unique tourist product and the growth of the worldwide tourism industry. Therefore, first of all the recommendation to revise the communication of the policy towards the international visitors can be given, to ensure the policy does its work. As the tourist is driven by other factors than the policy, making them aware of the spreading attempts needs better attention and thinking. Maybe offering posters, information flyers and online information is not enough or maybe these measures are hard to find for international visitors. Therefore, the marketing might needs to be executed in other forms, or it needs to be made easier for international visitors to become informed about the regional tourist attractions. An idea can be to set up an alliance with travel guides, such as Lonely Planet, or any other travel guide that promotes Amsterdam and the region, as this research shows that international visitors are mainly informed by travel guides. Another recommendation could be to more actively promote regional tourist attractions at the highlights in Amsterdam itself. Not only by more flyers or posters, but maybe even by people who speak to the international visitors and verbally promote the region (for example at tourist hotspots in the centre).

Second of all, as this research highlighted the importance of the destination image, and because it seems that visitors need a unique tourist product to travel somewhere, it can be recommended to take a better look at the concept of destination image and the supply of existing tourist products in the region. It can be that the destination image of these areas needs to be improved or marketed in another way and the seven dimensions of destination image used in this research can be helpful for this. Again, working together with a travel guide company can be an option here. In addition to this, as this research shows that visitors attach value to the uniqueness, distinctiveness and attractiveness, creating unique tourist products needs to be taken into consideration. An example of this can be found in Park21 in Hoofddorp, where a theme park is being realised. Research into what exactly a unique tourist product has to offer according to the visitors, can lead to interesting and useful insights.

Thirdly, an interesting finding of this research is that the Amsterdam Region & Travel Ticket does not seem to be very well known. The majority of the international visitors does travel by public transport, but did not use the travel ticket designed especially in the context of the policy. Despite this, the ticket must not be abolished, as it increases the accessibility of the region. Therefore, the recommendation can be given to improve the ease to find this ticket, maybe by an even more extensive marketing and promotion strategy. Informing visitors about the existence, for example by handing out flyers at the Dam, other tourist hotspots, tourist information centres or maybe at the airport will cause this ticket to become a more effective instrument to encourage tourists to travel into the region.

Furthermore, this research showed that the majority of the visitors stay overnight in Amsterdam, rather than in the region itself. As another part of the policy focuses on hotel development in the region, it is worth it to further research why people are still staying in the centre. Is that because of the proximity to the highlights? Or is it just a matter of unawareness, as this research showed that distance does not matter. Maybe visitors are just unaware of the (cheaper) options, while they would be willing to stay overnight in the region. A research into what is needed according to the visitors to stay overnight in the regional area, can result in useful insights that can help to further attract visitors in the region. Furthermore, also promoting regional hotels, either in travel guides or online would lead to more awareness.

Other than this, as this research has learned that different groups of people have different motivations and because the literature shows that policy designed for certain target groups can have positive outcomes in the sense that more visitors are attracted, another recommendation can be given. As it appeared that international visitors do not directly respond to the designed policy, it can be recommended to take a closer look at the opportunities to design policy for certain target groups, rather than policy focussing on all international visitors. Even though with the help of the theme areas, there is already tried to adapt the policy to people with certain interests it can be adapted even more. Something that might help with this is the persona approach designed by the NBTC (see section 4.3). Using this can also lead to a better alignment with policy at the national level, and regional and local level.

Speaking of this, this research showed that the Dutch tourism management is organised in a network and that the used management strategies are only partly aligned. There are differences in the viewpoints between different stakeholders, and only on a regional and local level the designed policies seem to be aligned. Therefore, there could be recommended to create an overarching policy document that can be applied to all three scale levels. In order to design this policy it is of importance that all parties enter into dialogue with each other, in order to create a better coordination with national policy.

Related to the contradictions found in the viewpoints of the multiple Dutch tourism stakeholders is the question whether marketing is still needed in order to attract visitors. The government aims at both attracting visitors and sustainability, which is a mixed message. Also the NBTC still puts effort in attracting visitors to the Netherlands. However, more visitors will not immediately result in a more sustainable situation. Therefore, as this research makes clear that visitors will come to the Netherlands and Amsterdam anyway, why should the NBTC still put effort in attracting visitor to the Netherlands? Because of this, it is recommended to put less effort in marketing to attract visitors, as it is shown and acknowledged by the MRA and municipality of Amsterdam that spreading them is more important.

Lastly, the spreading attempts should be adapted even more to the local context. As multiple documents state that the Metropolitan Region Amsterdam (including the Zaanse Schans) is successfully attracting more visitors since the policy has been launched, while this research shows that visitors are unaware of this policy, the question that can be raised is 'What is success?' and 'Who decides whether or not the policy is successful?'. As the Zaanse Schans was never an 'under visited' place, the question is whether it is really successful if more tourists visit this place. Even Amsterdam Marketing acknowledges the fact that the number of visitors visiting the Zaanse Schans is increasing in such a way that there emerges a discussion on the endangering of a balanced environment. At certain times the Zaanse Schans also already has to cope with an overuse problem. The same applies to Volendam, also included in the policy, where concerns about the effects of mass tourism already arise. Therefore, it can be questioned if other areas in the region that are attracting more visitors also see this as success, or does only the MRA see this as success? Even though policy is designed to lower the pressure on the urban environment of Amsterdam, it is very important to keep an eye on increasing crowds elsewhere in the region, to prevent a waterbed-effect. This in the sense that visitors are spread to other crowded areas and that the overuse problem is only moved to somewhere else in the region. Based on this, the recommendation can be given to take a closer look into the local contexts of these areas and better listen to the different interests. For example, the Zaanse Schans is managed by a foundation, while residents do not feel well represented by this foundation. When looking into all interests, including the ones from the tourists, a better coordinated policy can be formed, tailored to local conditions. This might even light to the insight that policy at some areas in the MRA is not needed (anymore) as also these sights show signs of overcrowding.

6.3 Reflection on the limitations and recommendations for further research

6.3.1 Limits of this research

As with any research, also this research comes with its limitations to be reflected on. First of all, this study focussed on questioning international visitors. However, the growing pressure and congestion should not be seen as an international tourism-only problem as not only the international visitors make use of the resources and infrastructure of the city. Residents, commuters and national visitors also compete for the use of the space and services with those temporarily visiting the city. Addressing tourism congestion is a much more complex issue than is commonly recognized, therefore it should be treated in a comprehensive manner within the overall city agenda (UNWTO, 2018). Due to this, the fact that this research focussed on a certain research group can be seen as a limitation, as it does not represent the whole picture. For example, the national visitors are left out of the research.

Secondly, a limitation with regards to the data collection can be found in the sometimes-experienced language barrier. While conducting the questionnaires not every questioned visitor spoke English, what automatically excluded them from the research. Experience learned that most people who did not speak English were originated from Asia, as their appearance made clear. The fact that the non-English speaking people were excluded from this research is also a limitation of the 'random sampling' that was chosen for this research. Another limitation when looking at the random sampling is the fact that the researcher herself chose which persons to approach and ask to fill in the questionnaire. This was done as randomly as possible, but it could still be that there was a (un)conscious selection in approaching people, as the sample of respondents appeared to have a similar profile to that of the researcher (young, single women).

Furthermore, looking back at the research process and the final results, there could have been a stronger alignment between the research and the questionnaire. Maybe adding extra and/or other questions would have led to additional in-depth results. For example, looking at the context concerns overtourism, the respondents could have been asked something about the overuse problem at the Zaanse Schans, that may or may not be experienced by the international visitors. Also more questions on the overcrowding problem in the city centre of Amsterdam could have been included to get a better picture on visitors' experience of this problem.

The last limitation of this research can be found in the case study for this research, the Zaanse Schans. Firstly, it can be said that the Zaanse Schans was already a frequently visited area, even before the implementation of the spreading policy. This means that it was not an area with a 'lack' of visitors and the question to be raised here is whether a less visited area as case would have led to the same insights. The fact that only one case was chosen to obtain data can therefore also be seen as a limitation, as a comparison could not be made. However, as it is stated that the windmill village attracts even more visitors since the implementation policy (Pretwerk, 2018), the case was still considered as being suitable, and the research provided some valuable insights.

6.3.2 Moving forward: recommendations for further research

As no research is the last piece of the puzzle, further research can contribute to both the social and scientific debate on tourism. Therefore, looking at the results and limitations of this research, multiple recommendations can be given for further research.

Firstly, as the decision was made to only include international visitors in this research, it can be recommended to further research the motivations of Dutch tourists to travel into the region. As the national visitors also make use of the resources and infrastructure of the city and due to the fact that there are other policy attempts focussing on the national visitor, it is interesting to look at their travel motivations. This future study can take place at the Zaanse Schans or another (similar) area being part of the spreading policy, such as Volendam, Amsterdam Castle or Amsterdam Beach. A study into the travel motivations of national visitors located in the region might lead to other useful insights which can be compared to the insights in travel motivations of international visitors.

Secondly, as it appears that international visitors visit the Zaanse Schans because of the unique tourist product and not because of the policy, a similar research with another case study could result in other interesting findings and comparative research can be conducted. Possible cases can be, on the one hand, similar cases in the sense that they were already attracting a decent amount of visitors before the policy, such as Volendam or Marken. On the other hand, cases that are not similar and were not already attracting a decent amount of visitors before the policy can be chosen, such as Amsterdam Beach or Amsterdam Castle Muiderst. Furthermore, conducting a similar research with other and/or more case studies can result in a broader and in-depth data set with valuable information. These cases can then be compared with each other to see if visitors of other regional areas than the Zaanse Schans are also unaware of the spreading policy. In addition to this, as the Zaanse Schans becomes busier an interesting research can be to look into the different interest of parties involved in the Zaanse Schans, such as the residents, visitors and the charitable foundation of the Zaanse Schans. Whether this growth in number of visitors is caused by the growing worldwide tourism industry also lends itself for further research.

This research aimed to contribute to the academic and societal knowledge about tourism management and tourist motivations and it is believed that this study has achieved its goal. With adding knowledge to the academic and social debate on this topic, it has provided practical insights to work with.

The fact that further research can be done into tourism management and tourist motivations shows that the management of the influx of tourists is a never-ending story for the time being. In a time of crowding tourism crowds in urban environments new attempts are made to guide the flow of tourists in the right direction. Almost every week, sometimes every day, news articles pop up on the topic of overtourism and management attempts, not only in Amsterdam. This clearly highlights the importance of this present-day topic.

7 References

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APPENDICES

APPENDIX I – Interview questions

Program Manager Tourism for the MRA – Metropolitan Region Amsterdam (MRA)

20 February 2018

- Kunt u meer vertellen over wat de MRA precies inhoudt en wat de MRA doet op het gebied van toerisme?
- Kunt u meer vertellen over wat de MRA doet op het gebied van spreiding van internationale bezoekers?
- Kunt u meer vertellen over de marketingstrategieën binnen de MRA?
- Hoe ziet de samenwerking er binnen de MRA en met andere partijen uit?
- Wat zou voor de MRA nog interessant zijn om onderzocht te worden op het gebied van spreiding van toeristen?
- Mag ik uw naam gebruiken in mijn scriptie? Zo ja, in welke vorm?
- Mocht ik later nog vragen hebben, mag ik dan contact met u opnemen?

Manager research & analysis - Amsterdam Marketing

13 March 2018

- Kunt u iets vertellen over uw werk bij Amsterdam Marketing?
- Welk marketingbeleid wordt er precies gevoerd om deze hoeveelheden internationale bezoekers te managen? (spreidingsbeleid)
- Kunt u iets vertellen over de campagne 'Amsterdam Zien, Holland Beleven'?
- Zijn er nog andere campagnes of marketingstrategieën die gebruikt worden om internationale bezoekers te spreiden?
- Kunt u iets vertellen over de rol van Amsterdam marketing bij het managen van de hoeveelheid internationale bezoekers? (Gericht op spreiding).
- Wat is er al bereikt op het gebied van spreiding?
- Wat zijn de randvoorwaarden voor het succesvol spreiden van toeristen?
- Kunt u iets vertellen over de samenwerking van Amsterdam Marketing met de MRA?
- Mag ik uw naam gebruiken in mijn scriptie? Zo ja, in welke vorm?
- Mocht ik later nog vragen hebben, mag ik dan contact met u opnemen?

Project Manager Tourism – Municipality of Amsterdam

14 November 2018

- Wordt er in Amsterdam nog actief gepromoot met behulp van de slogan 'IAmsterdam'?
- Er wordt gezegd dat Amsterdam Marketing zich richt op de kwaliteitstoerist, maar wie zijn dat?
- Hoe ziet de verdere samenwerking met Amsterdam Marketing er uit?
- Ontstaan er fricties als er door promotie van Nederland door het NBTC toeristen naar Amsterdam komen, terwijl er geprobeerd wordt te spreiden?
- Hoe is het beleid 'Stad in Balans' afgestemd met het spreidingsbeleid van de MRA?
- Welke nieuwe toeristische producten zijn er al ontwikkeld of worden er nog ontwikkeld om bij te dragen aan de spreiding?
- Richt het 'Stad in Balans' programma zich op alle toeristen of op een bepaalde doelgroep?

- Er wordt gezegd dat ook veel drukte door Amsterdammers zelf wordt veroorzaakt, hoe gaan jullie hier mee om? Wordt hier ook iets aan gedaan?
- Wordt er ook nog met andere partijen samengewerkt dan met de MRA en het NBTC?
- Zijn er nog andere maatregelen die gericht zijn op het reguleren van de toeristen?
- Dit gesprek zal verwerkt worden in mijn scriptie, onder welke naam en/of titel mag ik naar u verwijzen?

APPENDIX II – Questionnaire

Amsterdam Region – Old Holland

Dear visitor,

First off all, thank you for taking part in this research and filling in the questionnaire.

I am Daphne van der Veer, master student Cultural Geography and Tourism at Radboud University in Nijmegen. For my thesis I am researching international visitors' motivations to visit places located in the region of Amsterdam, but outside Amsterdam's city centre.

Before starting the questionnaire, it is important that you know the following:

- Completing the questionnaire takes up a maximum of 8 minutes
- The results will be processed **anonymously** and confidentially.
- Your answers will not in any way be linked to personal information.
- If you have any questions or complaints about the research, you can contact me personally: d.vanderveer@student.ru.nl

!! Please only mark one answer for each question. When multiple answers are possible, this will be told!

Motivations

In the next section you will be introduced to different reasons why people go on a holiday.

1. How important was each reason for you to visit the Zaanse Schans?

Please mark only one circle.

	Not at all important	Slightly important	Important	Fairly important	Very important
To escape the crowds in the city centre of Amsterdam	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To rest and relax	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To spend time with friends or relatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To visit an important and famous tourist attraction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To extend my knowledge and learn new things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To see important natural and/or cultural heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To see historic buildings and traditional architecture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To be close to nature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To satisfy curiosity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To have an authentic experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other's recommended to visit this place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To visit a museum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Destination image

2. How important is each factor for you to visit the Zaanse Schans?

Please mark only one circle.

	Not at all important	Slightly important	Important	Fairly important	Very important
Accessibility (by public transport)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractiveness of the place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uniqueness & distinctiveness of the place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation of the place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(Historical) character of the place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your visit to the Zaanse Schans

3. Which transport mode have you used to come to the Zaanse Schans?

More than one answer possible.

- | | |
|---|---|
| <input type="checkbox"/> Car | <input type="checkbox"/> Organized bus trip |
| <input type="checkbox"/> Bicycle | <input type="checkbox"/> Boat |
| <input type="checkbox"/> Public transport (bus, train, tram, metro) | <input type="checkbox"/> By foot |
| <input type="checkbox"/> Other, please specify: | |

4. Did you make use of the Amsterdam & Region Travel ticket to come to the Zaanse Schans (public transport ticket)? →

- ☐ No, I have heard of it, but did not use it
- ☐ No, I have never heard of it
- ☐ No, but I have used the IAmsterdam city card
- ☐ Yes, I have used it



5. With whom are you here today?

- ☐ On my own
- ☐ With friends
- ☐ With my partner
- ☐ With my partner and children
- ☐ With family

6. Have you visited the Zaanse Schans before?

- ☐ Yes
- ☐ No

7. How did you come to know about the Zaanse Schans?

More than one answer possible.

- ☐ Travel guide
- ☐ Someone else told me about it (word of mouth)
- ☐ IAmsterdam social media (e.g. IAmsterdam Facebook, Instagram, Twitter, Pinterest)
- ☐ Other social media (not from IAmsterdam)
- ☐ 'Old Holland' information flyer and map (e.g. in hotels, tourist information office, IAmsterdam visitor store) →
- ☐ Posters in the city centre
- ☐ Information provision at Schiphol Airport
- ☐ IAmsterdam.com (website)
- ☐ Other website
- ☐ Tourist office
- ☐ Other, please specify:



Visit Amsterdam, See Holland

8. Have you heard or seen anything of the campaign 'Visit Amsterdam, See Holland'?

- ☐ Yes
- ☐ No

Visit Amsterdam, see Holland

9. Did you know the Zaanse Schans is part of the 'Old Holland' area?

- ☐ Yes
- ☐ No

10. Which of the following things have you seen/used?

More than one answer possible.

- ☐ 'Old Holland' information flyer and map (e.g. in hotels, tourist information office, IAmsterdam visitor store)
- ☐ 'Old Holland' poster
- ☐ Information provision of 'Old Holland' at Schiphol Airport
- ☐ Visit Amsterdam, See Holland information sign
- ☐ A-mag Amsterdam Magazine
- ☐ 'Old Holland' information on social media
- ☐ 'Old Holland' information on the IAmsterdam.com website
- ☐ None of the above



11. Do you see the Zaanse Schans as part of Amsterdam?

- ☐ Yes
- ☐ No

12. Are you aware of the fact that the Zaanse Schans is not located in Amsterdam?

- ☐ Yes
- ☐ No

Your visit to the Netherlands

13. How many days are you staying in the Netherlands?

- ☐ Less than 2 days
- ☐ 3 days
- ☐ 4 days
- ☐ 5 days
- ☐ More than 5 days

14. Where is your accommodation located?

Please fill in.

.....

15. Have you also visited Amsterdam city during your trip?

- ☐ Yes
- ☐ No

16. How many times have you visited Amsterdam city before?

- ☐ I have never visited Amsterdam city
- ☐ This is my first time
- ☐ Once before
- ☐ Twice before
- ☐ Three times before
- ☐ More than three times before

17. Which highlights of Amsterdam city have you visited/are you going to visit?

More than one answer possible.

- | | |
|---|--|
| <input type="checkbox"/> Rijksmuseum | <input type="checkbox"/> Red-Light District |
| <input type="checkbox"/> Museum square | <input type="checkbox"/> Canal Boat Tours |
| <input type="checkbox"/> Anne Frank house | <input type="checkbox"/> House of Rembrandt |
| <input type="checkbox"/> Van Gogh museum | <input type="checkbox"/> Heineken Experience |
| <input type="checkbox"/> Royal Palace at the Dam | <input type="checkbox"/> None |
| <input type="checkbox"/> Other, please specify: | |
| | |
| | |

Final questions

18. Age

- ☐ < 25
- ☐ 26-45
- ☐ 46-65
- ☐ 66-85
- ☐ > 86

19. Gender

- ☐ Male
- ☐ Female
- ☐ Otherwise

20. Marital status

- ☐ Single
- ☐ In a relationship
- ☐ Married
- ☐ Divorced
- ☐ Widowed

21. Highest completed educational level

- ☐ Elementary school
- ☐ High school
- ☐ Bachelor
- ☐ Master
- ☐ PhD
- ☐ Other, please specify:

22. Country of origin

Please fill in.

.....



23. With which of the following images do you identify yourself the most?

- ☐ A (Mary)
- ☐ B (Peter)
- ☐ C (Michael)
- ☐ D (Nora)
- ☐ E (Paul)



APPENDIX III – Questionnaire card



For questions and/or comments: d.vanderveer@student.ru.nl

Help me graduate!

For my graduation research I am looking for **international visitors** that visit places located in **the region of Amsterdam**, but outside Amsterdam's city centre.

YOU can help me by filling in my anonymous survey, which will take up a maximum of *only 8 minutes!*

YOUR INPUT IS VERY VALUABLE TO ME!

Scan the QR-code or copy the URL to start the survey!

<https://s.chkmkt.com/?e=128049&h=9F50951389BD4A4&l=en>

Thank you!

 Radboud University Nijmegen