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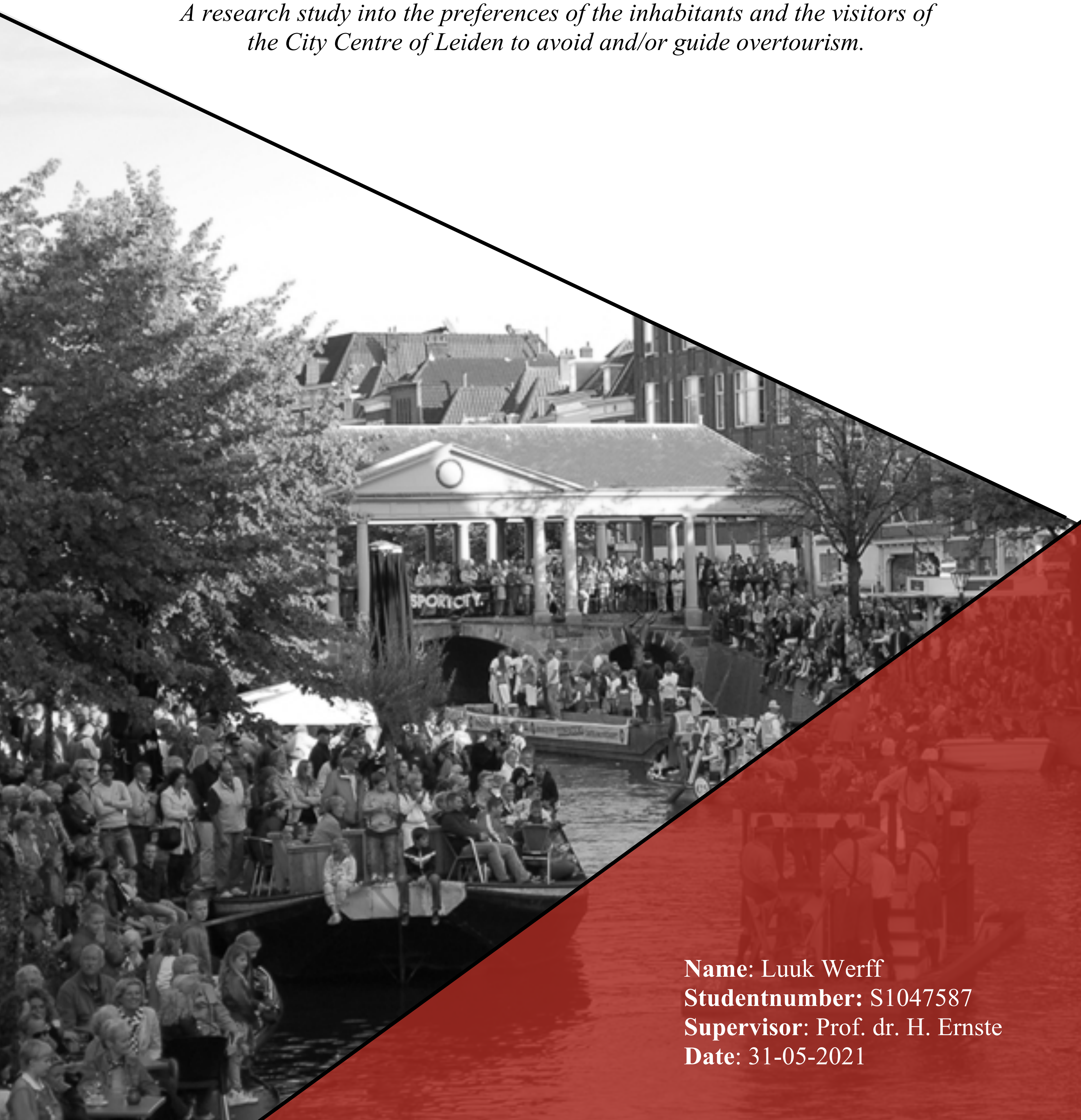
Balancing the focus of City Marketing in the fight against Overtourism

A research study into the preferences of the inhabitants and the visitors of the City Centre of Leiden to avoid and/or guide overtourism.



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Balancing the focus of city marketing in the fight against overtourism

A research study into the preferences of the inhabitants and the visitors of the City Centre of Leiden to avoid and/or guide overtourism.

Master thesis Cultural Geography and Tourism

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Preface

After a special period of hard work, this is my master thesis on overtourism in the city of Leiden. Preparations for this research have already started in September 2019 and an internship was found. When the internship and accompanying research started, the Covid-19-virus came into play. A situation where my research suddenly no longer seemed relevant. I was reminded of the words of Johan Cruijff who said: *"Every disadvantage has its advantage".* So, I started looking at the positive aspects of the Covid-19 crisis on my research and found out that it is precisely at this time that the difference between the appearance of tourists and no tourists can be properly depicted. However, this advantage only became apparent at the end of my internship period. Unfortunately, I had to continue my research on my own initiative.

Although, I continued the research on my own initiative, I would still like to thank Leiden Marketing for the support and the conversation they entered with me. I learned a lot during this special period, and I was able to experience what city marketing looks like in times of crisis. Besides, I found out that city marketing is a very dynamic field with more aspects and stakeholders than I thought in advance.

Also, I would like to thank my thesis supervisor Huib Ernste for his professional input during our conversations and for the feedback he has given me. The flexibility he gave me through the Covid-19 crisis has greatly contributed to the motivation for my thesis. The digital conversations were inspiring and have had a positive impact on my product.

Then I would like to thank all my respondents who participated in the survey. These are the 394 respondents of the survey as well as the eight respondents of the interviews. Without their willingness to cooperate, I would never have been able to do this research. It was particularly special that despite the difficult times for hotels in Leiden, they were still willing to talk to me about a subject such as overtourism.

Finally, I would like to thank my family and friends with whom I have always been able to have good conversations about my subject. Their help in setting up the survey and their mental support during this Covid-19 period have always motivated me to work hard on my thesis. You are all greatly appreciated!

Luuk Werff

Nijmegen, May 2021

Executive summary

Just before Covid-19, tourism was one of the fastest growing sectors in the world. In pre-Covid-19 times, this sector provided a lot of employment and also income for local organizations, such as small businesses and local governments. The downside of tourism is that city centres become too crowded, which affects the quality of life in a city. Until 2020, Amsterdam was a city that was overwhelmed by tourists according to both visitors and residents, causing the quality of living and visits to deteriorate. Such a situation is referred to as overtourism.

Now that Covid-19 has shut down the entire tourism industry, cities have the opportunity to develop a new tourism strategy. Spreading visitors, for example to Leiden, is an option to take the pressure off, for example, Amsterdam. To ensure that Leiden does not suffer from overtourism, it will be necessary to actively look at the preferences of both residents and visitors to avoid such a situation of overtourism. City marketing organizations can play an important role in this. This leads to the following question:

To what extent can a balance be found - in the field of tourism - between the wishes of the tourists and the will of the residents of the city of Leiden and how can Leiden Marketing play a significant role in this?

Indicators for overtourism can be tested using the City Brand Model of Merilees et al. (2009). This model examines 11 factors that all belong to the quality of life. These indicators were tested and analysed using interviews (with hotel owners and a tourist office employee) and surveys (with residents). This analysis has shown that Leiden (in the pre-Covid-19 period) is not yet subject to overtourism. Both visitors and residents experience the city as pleasant to live and visit. Both groups indicate that safety, culture, heritage, nature and environmental factors are the most important quality of life factors for a pleasant stay in Leiden. Visitors indicate that the business position of Leiden also influences the appreciation of the city of Leiden. Leiden scores well in this respect. However, gains can be made in terms of safety. Besides, the relationship between the residents and the municipality is moderate. Residents do not feel that they have been heard and they believe that policy cannot be influenced. A conversation with Leiden Marketing shows that public opinion differs greatly. This means that a general preference does not exist. The different neighbourhoods in the city centre all have a different view of tourism. However, it is wise to hold a survey every two years to map out this opinion. The more because analysis has shown that overtourism is highly subjective and strongly dependent on public opinion. Overtourism should therefore not be denied and public opinion will have to be taken seriously. Nevertheless, it is not possible to keep the entire population satisfied and it is therefore important to properly communicate the choices made to the residents. By maintaining a continuous dialogue with stakeholders, support is created for choices regarding tourism and overtourism can be detected at an early stage and possibly avoided.

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Chapter 1 - Introduction

The city, a phenomenon that cannot be described unequivocally. For one person, a certain location may be chaos, hectic and related to pollution. For the other, it may be a place for socializing, togetherness and brotherhood. That the city is a well-researched phenomenon is evident from the many works of literature that have been written about it, for example Jane Jacobs (1961) - with her famous book *'The Death and Life of Great American Cities'* - and Jan Gehl (2010) with the book *'Making Cities for People'*. Books that gave a different view of (then at the time) prevailing thinking about the planning of cities. The books were at odds with the then-current insights into urban planning, which focused in particular on the major clean-up with the rational urban planning of post-war modernism. In the present time, these books are still a great inspiration for further research on cities. However, times have changed. The increased mobility of goods and people has made it easier to move from A to B. Combined with the extremely low prices for airline tickets, this has made tourism one of the largest sources of income for residents in cities (Sorupia, 2005). Whereas in the classical urban view - such as that of Jane Jacobs and Jan Gehl - only the current population of the city was taken into account, attention has now been broadened with the tourism aspect.

Before Covid-19, tourism was the fastest growing sector in the Netherlands. With an amount of 87.5 billion euro (2018), it accounts for 4.4% of the gross domestic product and contributes to 6.3% of employment, percentages that only seem to be rising in the future (CBS, 2019). These positive outcomes also have their downside, because the abundance of tourists seems to create friction between the tourists and the residents of the city. It is not surprising if you come across texts with *"Tourists, Go Home!"* in cities such as Amsterdam, Venice and Barcelona (The Guardian, 2018). Current city marketers of major cities are therefore shifting their focus to spreading tourists. An example is Leiden, which through its marketing tries to relieve Amsterdam of the abundance of tourists. With the advent of social media, marketing is essential to approach the tourists, but does this spread also look at the preferences of the residents? Research by Merrilees, Miller and Herington (2009) show that the population of the city is not the focal point of the research.

In this master thesis, an attempt is made to find a balance between the wish of the tourists and the preferences of the population of Leiden to be able to regulate tourist distribution.

1.1. Societal Relevance

Before Covid-19 the tourism sector was growing, which on the one hand has a positive influence on employment as well as on the income for local businesses. On the other hand, it is stated that this growth in the tourism sector has led to an increase in the number of tourists in a city (Goodwin, 2017). This growth has continued to such an extent that there is currently a situation of 'overtourism'; a situation where both the tourist and the resident no longer feel comfortable in their area (Walmsley, 2017). As mentioned earlier, there is overtourism in Amsterdam. As a result of the relief of the city of Amsterdam, there is a plan that states that this relief will partly take place in the direction of Leiden. At first, spreading tourists is a good intervention to regulate tourist flows. However, new problems arise with the distribution of tourists (Couzy, 2018). These problems are expressed for the city of Leiden by Marc Newsome (Dutch Labour Party - PvdA). He wants Leiden to come up with a clear and written vision on guiding tourism. *"More and more tourists know where to find Leiden. That is good for our economy and good for the entrepreneurs in the city. At the same time there are also disadvantages,"* says Marc Newsome. *"More crowds on the street, more noise and more events, more Airbnb and more pressure on the housing market,"* is what he fears. *"Tourism in the Netherlands is expected to rise sharply in the coming years, from 42 to 59 million visitors in 2030. We must prevent tourism from becoming a curse and putting our liveability under pressure."*

Marc Newsome's statement is in line with a trend that has been visible since 2017. More and more municipalities see the future dangers that tourism can bring to the current population. The consequences of this are that the local population no longer feels at home in their city and therefore leaves. The residents can no longer identify themselves with their current environment or they prefer to shop and live in a different city rather than in their city. Despite the possible side effects of tourism, it must be borne in mind that cities - including their residents - need tourism to survive and stay alive (Leefmans, 2019). The lively nature is an aspect for which people go to live in a city; if they are completely opposed to the tourists, this can result in a decline in liveliness (Benner, 2019). It seems like a fighting relationship, tourists and residents cannot live with each other and cannot without each other.

In the present, there is situation of Covid-19. A situation that has brought the entire tourist sector to a standstill. From a social point of view, now it is the time to put things in order. Now that there are no tourists, new policy can be devised and implemented immediately. Even more important to look at a balance where tourists can be provided with their experiences and where the population can live in a city without losing their identity.

1.2. Scientific Relevance

This research tries to find a balance between the preferences of the residents and the wishes of the tourists. This is necessary because since the emergence of tourism in Europe there has been much discussion about the lack of proper management of the tourist location (Egresi, 2018). To be able to make statements about this balance, some key concepts must be explained. The term '*overtourism*' plays an important role in this. Overtourism has only been researched since the 90s of the last centuries and is therefore still looking for a precise definition. The subjectivity of the concept means that overtourism is difficult to define because the attitude of visitors and residents towards overtourism is different everywhere. It is therefore important for each location to look separately at the extent to which overtourism takes place and how this can be avoided and/or guided (Cowell, 2010). According to Hospers (2009), city marketing or city branding has an important role to play here.

The existing literature on city branding focuses on the comparison between cities in terms of the cityscape with which they position themselves. A competitive position is being sought that contributes to the attractiveness of a city for residents and others (Hospers, 2009). The gap that can be found in the literature is that the focus of research is primarily on strengthening the brand image alone. However, various scientists - including Merrilees et al. (2009) - state that not only the brand image is the most important characteristic, but especially the attributes that influence the attitude towards a city brand. A broader knowledge of the attributes not only provides a better understanding of how city branding works, but it also provides a tool for public policy to manage attitudes towards a city.

The most important contribution of this research is that for the first time a clear ranking is made of community attributes in terms of their influence on the attitude of residents and tourists towards the brand image.

Of these attitudes - according to the literature - the factors nature, cultural activities and shopping facilities would have the greatest influence on the urban image (Parkerson & Saunders, 2009). However, a study of the Gold Coast City has shown that it is not the aforementioned three attitudes that are the most important, but the factors social ties, personality and creativity in the business world (Merrilees et al., 2009). It indicates that each location requires a different view of city marketing and in particular how you should approach this city marketing and where the focus should be on.

Besides, city marketing is often viewed from a specific point of view, namely from marketers, or from residents, or business (Hospers, 2009). There is hardly any study where a combination is taking place and where a balance is found. This is an attempt to achieve unity within urban marketing to avoid problems such as those in Barcelona, Venice and Amsterdam.

1.3. Research objective and research questions

This research focuses on avoiding and/or guiding overtourism in Leiden. This should make clear what overtourism means for Leiden, which components of overtourism are present and how a policy from Leiden Marketing can guide this problem. The research is being conducted at Leiden Marketing, where I did my internship. Leiden Marketing is responsible for the marketing of the city of Leiden. The purpose of Leiden Marketing is - apart from the hospitality of the city - to put the brand 'Leiden' on the map, with the desired result to achieve growth in the number of visitors, congresses and students, but also to establish a connection between the vital city and its residents. The organization gives substance to the 'Leiden, City of Discoveries' brand (Leiden Marketing, n.d.).

The focus of this research is primarily on the connection between visitors and residents to put Leiden – as a brand – on the map. The following main question can be derived from this:

To what extent can a balance be found - in the field of tourism - between the wishes of the tourists and the will of the residents of the city of Leiden and how can Leiden Marketing play a significant role in this?

To get an answer to the main question, the concept of 'overtourism' must be investigated. First of all, the origin of overtourism will be viewed. What is the origin of the concept and which factors contribute to the development of overtourism? As mentioned earlier, the concept is highly subjective. The significance of overtourism for the city of Leiden will, therefore, have to be looked into. Besides, it has to be researched whether there is a situation of overtourism. The following sub-question can be derived from this:

- Which factors influence (the possible) overtourism for the city of Leiden?

After determining whether there is overtourism, the actors that influence overtourism are considered. According to the definition of the United Union World Tourism Organization (hereinafter referred to as UNWTO), overtourism is considered to be: *"The impact of tourism on a destination, or parts, that excessively influences perceived quality of life of citizens and/or quality of visitors' experiences in a negative way" (*UNWTO, 2018). Two actors are involved who influence the phenomenon of 'overtourism', namely the residents of the city and the visitors. It will, therefore, be necessary to look at the behaviour and wishes of both actors regarding the quality of life in the environment. Two sub-questions can be derived from this:

- To what extent are residents of the city centre of Leiden satisfied with the current quality of life in their living environment?
- To what extent are visitors to the city centre of Leiden satisfied with the quality of life in the visited area?

The insights into the liveability of the environment aim to give an impression of the current situation. To map out the possible consequences of overtourism, the influence of tourism on the quality of life must be tested. These consequences are important for the study to be able to determine which liveability characteristics are important for both tourists and residents. These characteristics can then be a guideline for Leiden Marketing to adjust their policies. The following sub-question follows:

- To what extent does tourism - and associated crowds - influence the quality of life of residents and tourists in the city centre of Leiden?

To answer the last part of the main question, Leiden Marketing needs to be researched. This should look at the resources that Leiden Marketing can use to steer tourists and keep residents satisfied. These means are important to be able to determine how overtourism can be avoided and/or guided in the future. The sub-question that belongs to this part is:

- To what extent can Leiden Marketing give direction to the satisfaction of residents and visitors of the city centre in Leiden?

Based on the sub-questions mentioned above, it is assumed that the main question can be answered fully and resolutely.

1.4. Reading Guide

This thesis will start with a context chapter, in which the history of overtourism will be explained and the current status of tourism in Leiden will be discussed (Chapter 2). Subsequently, Chapter 3 will explain the theoretical framework. In this chapter scientific perspectives on overtourism are discussed. The resulting conceptual model will serve as a guideline for the research. Chapter 4 will then explain the methods used in this thesis. This also clarifies why certain choices have been made and what the execution of the research looks like. In addition, there will be an operationalization of the most relevant concepts that have been applied in the interviews and surveys. Chapter 5 will present the results of the interviews and surveys. First, the results are discussed with the hotel owners and front-office employees, then the results from the surveys with residents are analysed. Thereafter, the role that Leiden Marketing can assume to combat overtourism will be explained. This thesis will end with Chapter 6. A concluding chapter answering the main question and critically reflecting on the completed research. In addition, recommendations will be made for policy on tourism in Leiden and for further research into overtourism.

Chapter 2 – The history of overtourism

This chapter examines the (historical) context of the phenomenon of overtourism. First, the historical development of mass tourism is examined, and it is stated that mass tourism and overtourism are two separate concepts (2.1.). Subsequently, the growth of tourism in the Netherlands will be discussed, specifically for the city of Leiden (2.2.). The chapter ends with examples from Barcelona and Venice. This is to indicate what the worst-case scenario could be for a city if no tourism policy is pursued (2.3.). The context described indicates the relevance that tourism and in particular the prevention of overtourism is an urgent area of research.

2.1. The development of mass tourism

Mass tourism is a form of tourism where many people visit an attraction at the same time. This can be a specific city, but also a specific nature reserve or specific building. The origins of mass tourism can be found in the early 1960s, a period after the Second World War of reconstruction and prosperity. Unemployment was low and the prosperity of the average Western European rose. More and more people had more money and free time. This combination has led to more people to spend their free time away from home (Sezgin & Yolal, 2012).

The period in which people get more money and leisure time goes hand in hand with the development of aviation. Aircraft manufacturer Boeing introduced the Boeing 707 in 1958 and the Boeing 747 was introduced shortly after. These two planes could carry more people at the same time and also had a longer range. The costs for a flight could therefore be spread over several people, causing aircraft ticket prices to drop further. Flying was no longer an activity for the upper class, but this development also enabled the average family to travel by air (Hall & Williams, 2020).

In addition to the development of larger and more efficient aircraft, aircraft comfort was also adjusted. Whereas in the 1960s approximately 55% of the aircraft was used for persons, in the 1970s 90% of the aircraft was used for persons. Chairs were placed closer together, increasing the efficiency of the use of space. Because more people could board the plane at the same time, ticket prices became even cheaper. From this moment it became interesting for travel organizations to offer package tours to areas that were too remote to reach by car. One of the first organizations to do this was Thomas Cook, who offered trips from the UK to the Spanish coast (Hall & Williams, 2020).

Other factors that contributed to the development of mass tourism are the average increase in income, the cheaper costs for fuel and the introduction of special holiday pay in the 60s. The latter was, therefore, an extra income for people, especially to spend during the holiday. People no longer had to take their monthly income into account, but were legally entitled to extra income. As a result, the demand for package holidays has increased considerably (Sezgin & Yolal, 2012).

The negative effects brought about by this development were first seen in the early 1970s. At that time, many cheap trips were offered to the Mediterranean. A seaside resort like Malaga and the islands like Ibiza, Sardinia and Mallorca overflowed with tourists. From that moment on, spreading tourism becomes a point of attention. This spread mainly focused on locations outside of Europe, especially Thailand was very popular. This also refers to the beginning of the globalization of mass tourism (Dwyer, 2015). The fact that spreading was desired at the time indicates that Mediterranean areas became overcrowded. This also indicates the beginning of overtourism; the point at which residents experience the negative consequences of tourism (Milano, 2018).

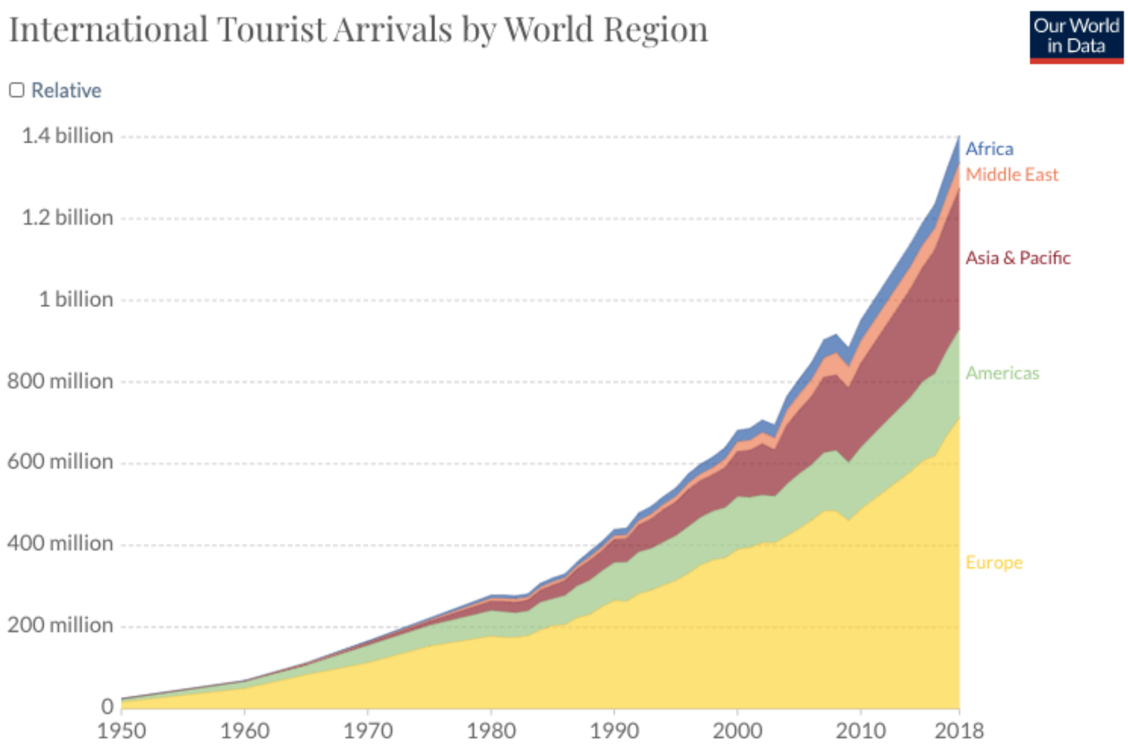

Figure 1: Development of international tourist arrivals by world region (UNWTO, 2019)

2.2. Touristic growth in Leiden

The growth in the number of tourists is also strongly visible in the Netherlands. While the Netherlands welcomed around ten million international guests in 2000, this is 20.1 million international visitors in 2019. In a period of 20 years, the number of visitors in the Netherlands has doubled (NBTC, 2020). About 70% of these visitors come from Germany, Belgium or the United Kingdom. 10% of the visitors come from the other countries of the European Union (EU) and 20% come from all countries outside the EU (NBTC, 2020). Research by the Netherlands Bureau for Tourism and Conventions (NBTC) shows that this growth in the number of tourists in the Netherlands - and therefore also Leiden - is partly explained by the decrease in airline ticket prices and the cheaper rental of accommodations. Low-cost airlines Ryanair and EasyJet as well as online accommodation platform Airbnb play a major role in this (Smith, Egedy, Csizmady, Jancsik, Olt & Michalkó, 2017).

If we look at the city of Leiden, it can be said that the city has experienced approximately the same percentage growth as the Netherlands. The number of hotel nights in Leiden can be used as an example (see Figure 2). This shows that slightly less than 200,000 hotel nights took place in 2001 compared to 386,000 hotel nights in 2018 (Municipality of Leiden, 2020).

Figure 2: Hotel overnight stays in Leiden (Municipality of Leiden, 2020)

The number of visitors to the eight largest museums in Leiden also shows approximately the same growth. In 2002 there were about 600.000 museum visits compared to more than one million in 2014 (see Figure 3). The graph shows a slight decrease after 2014 and even shows a decrease of 20% in 2018, this has to do with the fact that two of the largest museums in Leiden were partly (Naturalis) or completely (Museum De Lakenhal) closed (Municipality of Leiden, 2020).

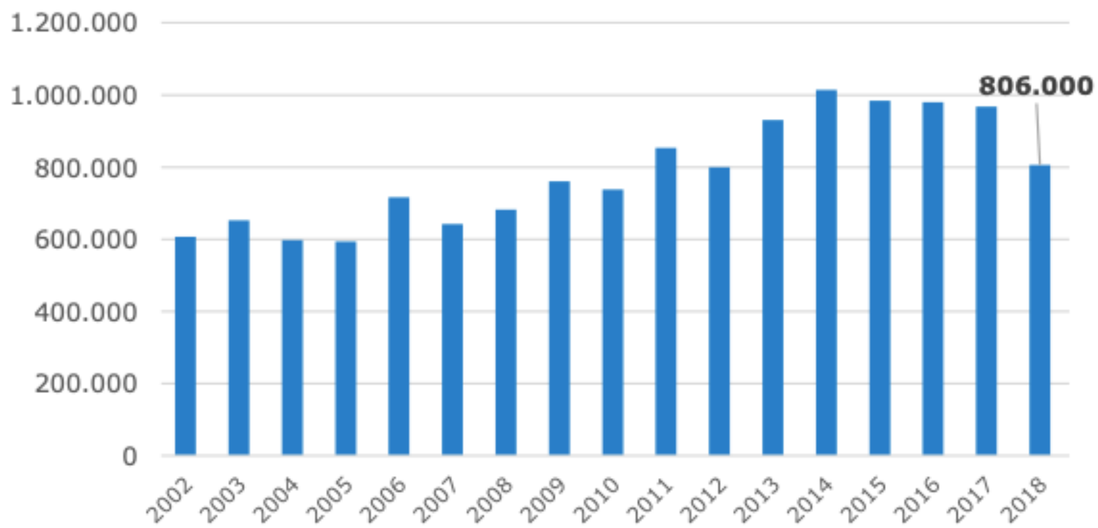

Figure 3: Number of museum visits in Leiden (Municipality of Leiden, 2020)

In the future vision of the municipality of Leiden up to 2030, the number of visitors is expected to grow in proportion to the national level. This means that between 2019 and 2030 the number of visitors will increase with an expected percentage of 65%. However, this percentage is currently being called into question by the outbreak of Covid-19. Nevertheless, it is expected that once the Covid-19 crisis has ended, the growth of tourism will continue to grow at the same pace and locations could be jeopardized.

2.3. The worst-case scenario for Leiden

The most famous cities that are inundated by mass tourism are Barcelona and Venice. In these cities, the population revolt and turn against every tourist who comes to the city. With slogans (see Figure 4) such as *"Tourists go home", "Tourism kills the city"* and *"Tourist: Your luxury trip is my daily misery"*, it becomes clear that the residents are not waiting for the visitors at all. The hustle and bustle, waste and neglect of authenticity mean that residents feel compelled to leave their environment. The negative consequences mass tourism can have is a warning to many European cities and leads to active policies on tourism flows (Hughes, 2019).

Figure 4: Graffiti with anti-tourism texts in Barcelona (tourcert.org, 2018)

Also, in Amsterdam is already a situation of overtourism. The current situation in Amsterdam indicates that the residents are fed up with the behaviour of the tourists. Amsterdam is an attraction for tourists who are interested in art, culture and parties. However, the popularity of the Dutch capital has led to a surplus of tourists. The supply is so large that city centres become full and solutions need to be found to limit overcrowding (Zuidervaart, 2019). In Amsterdam, they want to spread groups of tourists to surrounding areas such as Leiden. In turn, Leiden is just waiting for this influx of tourists. The city of Leiden is trying to profile itself as a breeding ground for BioScience and will be the European science city in 2022. Leiden is also trying to attract tourists by focusing on Rembrandt and the Golden Age (Leiden Marketing, n.d.).

Above mentioned cities have two different strategies regarding tourism. Although Leiden wants the tourists, the municipality is still wary of the possible consequences of tourism. The municipality wants a clear and written vision of tourism. *"More and more tourists know where to find Leiden. That is good for our economy and good for the entrepreneurs in the city. At the same time, there are also disadvantages,"* according to the municipality. *"More crowds on the streets, more noise and more events, more Airbnb and more pressure on the housing market,"* is what is feared. *"Tourism in the Netherlands is expected to rise sharply in the coming years, from 42 to 59 million visitors in 2030. We must prevent tourism from becoming a curse and putting our liveability under pressure."* (Leefmans, 2019). In the worst-case scenario, according to Amore, Falk and Adie (2020), the quality of life of residents can be put under such pressure that the connection with the city decreases. Residents can no longer identify with the living environment in which they live. Besides, the city's popularity will affect the housing market, causing properties to be bought by wealthy real estate traders. These traders ensure that the local population no longer has a chance of a home in the centre, which means that they are forced to live outside the city (Cocola-Gant, 2018). This makes the city a kind of 'Disneyland' (Disneyfication): a situation where attractions (cultural heritage) are visited during the day, but where there is no more life at night (Gorrini & Bertini, 2018). Which is what the city of Leiden emphatically wants to prevent.

Chapter 3 – Theoretical framework

This chapter discusses the explanations regarding the phenomenon 'overtourism' in more detail. First, the concept of 'overtourism' itself will be discussed (3.1.). This part will look at different approaches and questions that must test and explain the concept. Besides, a precise definition of the concept is given, which guides the rest of the research. Then the role of city marketing will be considered as part of the problem (3.2.). There will be a closer look at the effects that city marketing has on the environment and the social consequences. Subsequently, the theories about the solution possibilities that can stop or guide the problem of overtourism will be examined and discussed (3.3.). It is concluded with a conceptual framework, which can be drawn up based on the theoretical framework (3.4.).

3.1. Overtourism

Overtourism research is a relatively new area of research. Although the phenomenon was already detected in the 1970s, the term overtourism has only been mentioned in various studies since the 21st century. The concept of overtourism received support from society in 2012. The phenomenon was referred to on Twitter with '#overtourism'. The responses with this hashtag were posted from the perspective of both visitors and residents. In these responses, the quality of life in the city was criticized at the hands of many tourists. On the one hand, residents complained that the quality of life in the city had been drastically reduced. On the other hand, tourists felt that the experience of the city visit had deteriorated (Goodwin, 2019). Overtourism can therefore be viewed from different perspectives. The term can be interpreted broadly and requires further explanation. First, we look at the definitions given by various organizations and scientists (3.1.1.). Next, the conflict that has arisen between tourists and residents will be discussed (3.1.2.). To then discuss the conflict between the quality of life of the residents and the economic growth for the city (3.1.3.).

3.1.1. Scientific definition of overtourism

As mentioned before, the first academic usage of the word overtourism appears in 2008. The Integrated Coastal Zone Management literature of that year concluded that overtourism has led to overfishing of the surrounding seas. In this literature, the term was only mentioned but did not explicitly address how overtourism affects tourists and the local population. According to Capocchi et al. (2019): *'Overtourism is still at the early stages of being defined and currently lacking a standardized, recognized characterization'*. Milano, Cheer & Novelli (2018) attempted: *"As 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 United Union World Tourism Organization (UNWTO) also speaks of overtourism when: *"the impact of tourism on a destination, or parts, that excessively influences perceived quality of life of citizens and/or quality of visitors' experiences in a negative way"* (UNWTO, 2018). This theme is also dealt with from university education. Professor of Responsible Tourism, Harald Goodwin (2017), speaks of overtourism as follows: *"Overtourism is a situation where either local people or the tourists feel that the place is just over visited and that it is changing its character. So, for the tourist it loses its authenticity and for the local people it just causes irritation and annoyance."*

It is striking from these approaches that it mainly concerns two aspects: a) overcrowding areas and b) the influence on the quality of life. However, the limited measurability of the concept *'quality of life'* makes it difficult to provide a clear answer to the question of whether there is overtourism or not. Koens et al. (2018) agrees with this and declares that there is no one-size-fits-all solution for the phenomenon of overtourism. Besides, he states that overtourism is not only a tourism problem but even more a population problem. The main reason he gives for this is the subjectivity of the concept. The hustle and bustle at one location mean overtourism for some people, but at another location, there is no overtourism at the same crowdedness. The feeling and perception that a local population and/or visitor have concerning the number of visitors is therefore strongly dependent on a particular location. To gain insight into the degree of overtourism, it will therefore be necessary to look at a certain limit value for the number of visitors per location to be able to conclude whether there is overtourism. This limit value can be determined by residents as well as tourists. In line with the definition of Milano, Cheer & Novelli (2018) and the UNWTO (2018), according to Throsby (2009), making liveability measurable can be the right way to map the problem of overtourism. Making the liveability of visitors and residents measurable can provide insight into the elements that determine the limit value of overtourism. In this way, an attempt can be made to resolve and/or guide the friction that has arisen between residents and visitors.

3.1.2. Tourist-resident conflict

The friction that arises between residents and visitors is also referred to as 'the tourist-resident conflict' (Tsaur, Yen & Teng, 2018). In recent years, more and more incidents have occurred because of the presence of tourists in a particular city (see Chapter 2). According to Andereck, Valentine, Knopf and Vogt (2005), the attitude towards tourists is determined based on the Social Exchange Theory. This theory states that an individual weigh his or her costs and benefits and thus adopts a positive or negative attitude towards tourism. This consideration can be taken by all parties involved in tourism, including tourists, residents, government services and local businesses (Goeldner & Ritchie, 2003; Yang, Ryan, & Zhang, 2013). Costs and benefits can be interpreted in the broadest sense of the word and are therefore subjective in nature. Brida and Zapata (2009) argue that these costs and benefits can mainly be distinguished in terms of economic, social and cultural costs and benefits. Boulding (2018) goes on to state that psychology, ecology and the environment also influence the attitude of stakeholders towards tourism. When there is a difference in perception of the above costs and benefits between the parties involved, then there is an imbalance. The tourist-resident conflict can therefore be called bilateral and indicates an emphatic imbalance between all parties involved.

The impact of this conflict has consequences for the tourism of a particular city. On the one hand, the result may be that residents turn against the tourists, which can create an unsafe or unpleasant situation for visitors. On the other hand, visitors can stay away because they do not feel welcome. In that respect, the absence of visitors has economic consequences for both the entrepreneur and the resident (Goodwin, 2019). In that, tourism policymakers are always looking for a balance between the liveability of the population in a city and the economic benefits that tourism brings.

3.1.3. Responsible Tourism: liveability versus economic growth

Finding a balance between liveability and economic growth is difficult to find. This has to do with the fact that each location requires its policy and is therefore not universal. According to Ruth and Franklin (2014), the degree to which a city focuses more on liveability or economic growth depends on the political preferences of residents. A more left-leaning population will place more value on the liveability of a city, while for a right-leaning population the economic status of the city is more important. Following De Hart, Knol, Maas-de Waal and Roes (2002), the extent to which this is important, is strongly doubtful. After all, it is not only political preference that influences this, but also the financial status, age, education and gender of residents. Goodwin (2017) adds that the balance between quality of life and economic growth has to do with responsible tourism. Tourism should not be seen as a bad thing, but rather a driving force to make a location better to live in and to visit. Yet Wheeller (1991) notes that this way of looking at tourism is too abstract. Responsible tourism does not provide tools for steering tourism. There is no specific policy that provides insight into the route to responsible tourism.

The divisions among the various stakeholders in a city are great, whereby residents will attach more value to the liveability of the environment, entrepreneurs and government agencies will attach more value to the economic growth of a city. Government agencies play an important (dual) role in this. On the one hand, the local government wants to spend as much as possible in its city and then reinvest in local projects with the taxes received. On the other hand, the local government wants to keep the population satisfied and in the event of dissatisfaction, the economic importance of tourism will have to be cut. According to Pechlaner, Innerhofer and Erschbamer (2020), the solution to the conflict between resident and visitor therefore lies with government institutions and policy on tourism should be established from that institution. The abstractness that Wheeller (1991) assumes can therefore be made concrete if a city actively researches the preferences of the residents and the wishes of the tourists. This seems to play a major role in city marketing; a discipline that can influence visitor flows and involve residents in decision-making.

3.2. Role of city marketing in guiding overtourism

City marketing is a relatively new discipline within the tourism and its original aim was to put cities and regions in a positive light. With the development of mass tourism and the associated negative effect of overtourism, it has become necessary that city marketing not only focuses on attracting visitors but also regulating them. Also, urban marketing is increasingly targeting the local population. The aim of keeping the residents satisfied and involving them is to bring the city and the surrounding area into a better light. Even though city marketers have broadened their tasks, it is still unclear what the best way is to tackle the problem of overtourism. Studies focused on combating and/or guiding overtourism often view the problem unilaterally, either from the side of the residents or the side of the visitors (Koens et al., 2019; Kuscer & Mihalic, 2019; Gonzalez, Coromina & Gali, 2018). An integrated study involving these groups has not yet taken place. An important role for this is reserved for the City Marketer, a authority that can influence the image that visitors and residents have of the city.

3.2.1. What is city marketing?

City marketing focuses on profiling a city, village, shopping street, shopping centre or several urbanized economically interconnected areas as well as possible. The distinctive strengths and an individual identity profile are central to this. City marketing focuses on the following three target groups: 1) visitors, 2) companies and 3) residents. According to Steele (1981), people's background is very important to the experience of a place. These groups each have their associations with the city. The image people have of a city consists of a mixture of selective information, impressions, experiences and prejudices. Hospers (2009) defines the concept as follows: *"City marketing is the long-term process and or policy instrument consisting of various, interrelated activities aimed at attracting and retaining specific target groups for a particular city"* (freely translated from its Dutch definition). This is where the express purpose of city marketing is reflected. It is therefore not only about improving the quality of life of the inhabitants, but it is also used to improve the market position of a city or region in certain areas (Ashworth & Voogd, 1990).

To find a balance between the quality of life of the inhabitants and the market position of a particular city, the image and identity of the city are examined. Where the image mainly encompasses the view of tourists and visitors to a certain area, the identity is a measure of the population. Identity is based on what the city is, but also what the city 'wants' to be. This is not constant but is an ever-changing and innovative process with new actors, goals and ideas. The tension that arises between identity and image is simply exposed in their model by Chernatony & Dall 'Olmo (1998) (see Figure 5). They argue that the position that a city must assume is nothing more than a field of tension between the producer (the city marketer) and the consumer (residents and visitors).

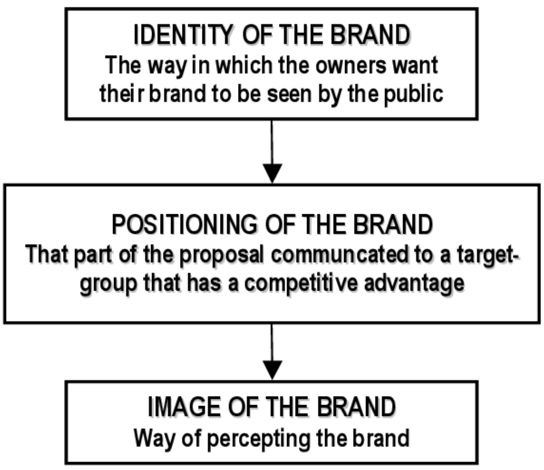

Figure 5: Relation between identity, positioning and image of the brand (Chernatony & Dall 'Olmo, 1998)

In the vision of Chernatony and Dall 'Olmo (1998), brand identity is described as how an organization (read: city) presents itself. However, Boer (2007) points to the incompleteness of the concept. He accuses other authors of not making a distinction between the desired identity and the actual identity of a city. In his model, he splits the concept of identity into brand identity on the one hand, and brand design on the other. Brand identity is the desired, ideal representation of the city. The concept indicates how people want to be experienced by the consumer. Brand design, on the other hand, is the concrete interpretation given to this idealistic vision. City marketing tries to respond to this by looking at the identity of the population and the history of the city. The desired identity of the population functions as a brand identity and the brand design is a concrete elaboration of the preferences of the population.

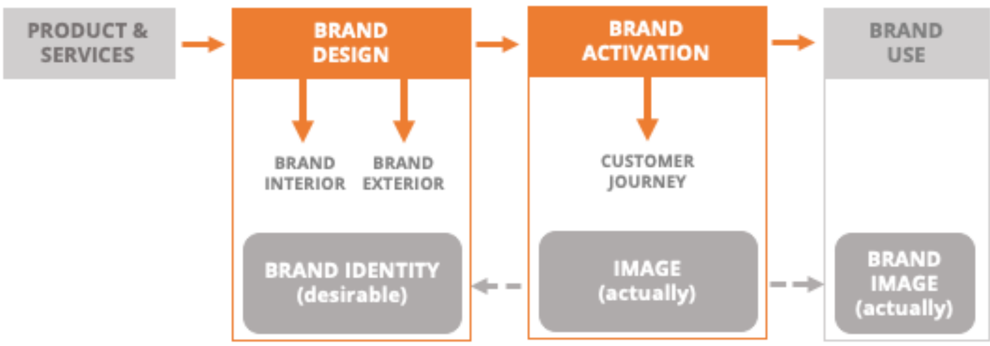

Figure 6: Model Boer (Boer 2007)

Implementing and describing the effects of this is called ‘city branding’ by Kavaratzis (2004). City branding aims to add value to a product or service to create a brand of loyalty, preferred by the target groups. This means that a location must have a certain image to be successful in marketing (Ashworth & Graham, 2005). Besides, the image that is communicated must correspond to the interests of the residents (Farnum, Hall & Kruger, 2005).

Guaranteeing the loyalty and interests of the actors involved is extremely difficult. This is because the image and identity of a city are subject to change. The identity of residents is changing because of a) migration, because b) the city is promoted in a certain way, but also because c) the image of the city can change over the years. Overtourism, for example, can leave a negative mark on a particular city, keeping potential new visitors and residents away. It is the task of city marketing to provide a solution for this.

3.2.2. City marketing: public versus private

City marketing thus seems to be the way to combat problems such as overtourism. However, this sounds paradoxical and is not in line with the goal of city marketing. The original aim of city marketing is to profile cities as a ‘must be here’ city. Research by Hospers (2014) also shows that city marketing only works well if a city is clearly positioned and is prepared to think from the perspective of the chosen target group. City marketing aimed at attracting new visitors is most successful here. Dragin-Jensen, Schnittka and Arkil (2016) also argue that city marketing only works if it relates to progression, i.e., attracting new visitors and residents. However, with the problem of overtourism, a reverse situation arises. City marketing does not only function as a city promoter but also as a fighter against the problem. Added to this is the problem of the public-private hybrid, a hybrid that is city marketing in terms of public administration. This is because an instrument from the business world (marketing) is used to achieve public objectives (for example to combat overtourism). In theory, marketing and the public sector do not go well together. Government authorities are in favour of the public interest and the ideal situation for all actors involved must be considered. Local politicians do not dare to make sharp choices, for fear of excluding other target groups from the city (Hospers, 2014).

On the one hand, marketing makes sharp choices and is result-oriented. This approach may result in certain stakeholders benefiting less from the decisions taken in urban promotion. In the above case, the city's pursuit of profit therefore takes precedence over the liveability and preferences of the resident. City marketing nowadays works the best if this discipline is in responsibility of an outside municipal organization. For example, an independent foundation that interferes objectively with society and directs the marketing activities of local partners (Hospers, 2014). Such foundations mainly depend on funds that flow in via tourist and/or city tax. According to Braun (2008), this is also where this form of marketing lies. Because these types of organizations depend on visitors, they will always focus on receiving as much as possible from new residents.

There is also an emphatic gap in the current debate about overtourism. On the one hand, city marketing yields the greatest return if this is affected privately. On the other hand, the interests of the residents will not be served if they continue the same footing as is done now. However, the question of how overtourism can be guided by city marketing remains unanswered. This has to do with the fact that each location is unique and therefore each has its policy.

The same debate between the public or private approach to city marketing regarding overtourism is closely related to the model of Chernatony & Dall 'Olmo (1998) and Boer (2007). In this, it can be stated that the public approach seeks a balance and therefore takes more account of the city's identity, while the private approach is more focused on the image of the city. This shows that continuous interaction between both authorities would be most effective if a balance is sought. If the more private approach to city marketing is continued, this will in the future have an impact on both society and the environment.

3.2.3. Social and Environmental effects

The more private approach of city marketing is extremely effective in terms of income. Movement of people to the city is associated with consumer behaviour such as the use of transport and accommodation, the purchase of goods and the use of services (Koens et al., 2018). With the arrival of tourists, sights, cultural-historical monuments and natural resources can be preserved and reconstructed. Also, tourism provides a lot of employment, which increases the prosperity of the local population. Research by Richards (2014) even shows that tourism increases the quality of life for residents. Among other things, the maintenance of the city and the atmosphere that tourists bring with them, ensure a more pleasant feeling for the residents. Nevertheless, the

European Parliament (2018) points to the downside of tourists in the city. In particular, the massiveness leads to the silting up of cities and roads, noise nuisance, odour, mutual nuisance and irritation between tourists because of long waiting times at attractions. In addition to these immediately obvious negative effects, excessive development can also lead to a major infringement of the local identity of, for example, monumental cities or beach destinations. Moreover, tourism can have adverse ecological effects: erosion and disruption are some of the consequences of large-scale tourist developments.

Tourism, therefore, has social and environmental consequences for the quality of life of residents. Cooper (2016) divides the groups that influence these social (and cultural) consequences into three different categories:

1) Tourists - This group influences the local population through characteristics such as cultural, linguistic and wealth differences. This leads to a change of both the local individual and the local society.
2) Hosts – This group lives and/or works at the location where tourists come. Facilitate the experience for tourists and communicate with them.
3) Interaction between hosts and tourists - The gap between both groups is bridged by this interaction. In the long term, however, there are (negative) consequences.

The influence of these three categories on the social (and cultural) consequences are different. The influence is strongly dependent on the number of visitors and residents. Mathieson & Wall (1982) state that there are three forms in which tourists and hosts meet, namely on a) an intensive manner, b) a (short-lived) commercial manner or c) an informal short-term manner. The seriousness of the social and cultural consequences of this way of interaction depends on the extent to which this takes place. Here, the negative consequences of informal short-term interactions are the greatest and intensive interactions the lowest.

Looking specifically at the host, this can also be influenced without interaction between visitor and resident. A certain attitude towards tourists can also be determined by stories from the community itself. However, this attitude is highly dependent on the personal characteristics of a particular population group. An average younger population group has a more positive attitude towards tourism than an older target group (Szromek, Hysa & Karasek, 2019). Besides, families with children will experience more annoyance than couples without children and singles. Stories circulating in population groups can encourage changes in behaviour and living patterns, which makes it important to look at the attitude of residents towards tourism.

To gain insight into the degree of influence that tourists have on the local population, Cohen (in Mathieson & Wall, 1982) divided tourists into four different categories:

1) The individual mass tourist - A travel organization arranges the vast majority, but the individual still retains some self-control over his or her trip.

2) The organized mass tourist - The control of the visits of tourists to a city is in the hands of a travel company. This organization can determine where this group is located and therefore influences the number of crowds at a particular location.
3) The explorer - This group of tourists avoids tourist attractions. Has a strong desire for novelty. He or she is in contact with the local population but does not want to fully integrate. This group is difficult to steer by travel organizations and governments.
4) The drifter – This group is completely independent and is not influenced by outside parties. Emphatically avoids tourist attractions and tries to integrate with the current population. This group only strives for novelty and is therefore hardly guided by travel organizations and governments.

A classification of tourists provides insight into the extent to which tourists take the current population into account. While the explorer and the drifter take strong account of the preferences of residents, the individual and organized mass tourism are highly individualistic and therefore take less account of residents. The type of tourist therefore influences residents' perception of tourists. Reisinger (2009) states that as a certain group of tourists grows in an area or city, the irritation of residents increases. This connection is also called 'Doxey's theory', which will be discussed in the following paragraph.

3.2.4. Doxey's Irridex

The irritation of residents is a measure to indicate to what extent the local population is positive or negative towards tourists. The degree of irritation is a good indication for policymakers to determine tourism policy. Doxey divides the level of irritation into four different stages, namely 1) euphoria stage, 2) apathy stage, 3) annoyance stage and 4) antagonism stage (see Figure 7).

	Social relationships	Power relationships
Euphoria	Visitors and investors welcome	Little planning or formalised control
		Greater potential for influence to be exerted by locals (not often taken)
Apathy	Visitors taken for granted	Marketing is the prime focus of plans
	More formal relationships between hosts and guests	Tourism industry lobby grows in power
Annoyance	Resident misgivings about tourism	Planners attempt to control by increasing infrastructure rather than limiting growth
	Range of saturation points approached	Local protest groups develop to challenge institutionalised tourism power
Antagonism	Irritations openly expressed	Remedial planning fighting against pressures of increased promotion to offset declining reputation of destination
	Residents perceive tourists as the cause of the problems	Power struggle between interest groups

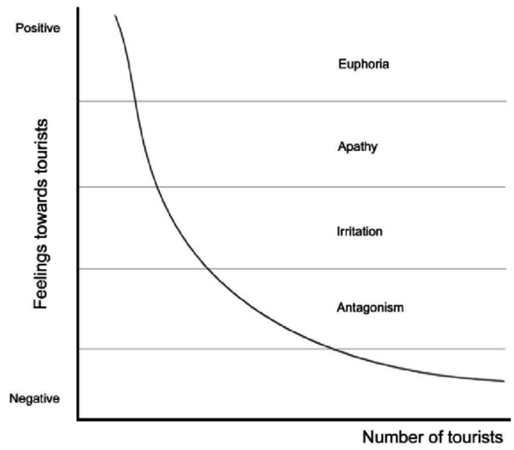

Figure 7: Doxey's Irridex – Model of Hoste Irritation (Beeton, 2006)

At the first stage (euphoria), the local population is sympathetic to tourism. In that situation, there is little tourist activity and the presence of tourists is welcome. Partly through city marketing, an attempt will be made to get tourists to the city. If tourism increases, a formal interaction between host and tourist arises. This interaction is mainly based on promoting the economic situation of the host and the maximum experience for the tourist. In this situation, there are tourists present, which slightly decreases the interest of the local population in tourists (apathy). In the next stage, the tourist location is established and the number of tourists is starting to reach its peak. The population is beginning to worry about crime, the rise in property prices and the rudeness of tourists (saturation). If the situation deteriorates even more, one enters the 'annoyance stage'. The number of tourists leads to extreme irritation and tourists are seen as a burden rather than a pleasure. In the last phase (antagonism), the hostility of the population towards the visitor increases and leads to the situation becoming less safe for tourists. The host population blames tourists for all the harm done to them.

The role of governments (and therefore also of city marketing) is crucial in this because it is expected that governments can estimate the degree of irritation. In practice, it can be seen that in Phase 1 (euphoria) the government exercises formalized control over the process, while in Phase 2 (apathy) the focus is strongly on city marketing. The tricky point for governments only arises in Phase 3 (annoyance). In this phase, the government can go both ways. On the one hand, it can alleviate the irritation by improving the quality of life of residents, such as improved infrastructure that ensures that the city can cope with the number of tourists again. On the other hand, it can be considered to keep out tourists, but this will have economic consequences. According to Calaforra, Fernández-Cortés, Sánchez-Martos, Gisbert and Pulido-Bosch (2003), being able to estimate this irritation is important to determine the sustainable visitor capacity. This capacity provides insight into the number of tourists that an area or city can handle based on the liveability criteria of residents and visitors. This capacity is also referred to as 'carrying capacity'.

3.2.5. Tourism carrying capacity

To determine the impact of tourists on the environment and residents, the concept of carrying capacity is considered. The concept has a wide range of origins and is referred to as the ability of an ecosystem to support biological species. That is to say that the living environment can provide them with a habitat, sufficient food, water and other necessities for a longer period (Arrow, Bolin, Costanza, Dasgupta, Folke, Holling, Jansson, Levin, Mäler, Perrings & Pimentel, 1995). However, the term has now been split up and this study only looks at 'tourism carrying capacity'. Luc Hens (1998) defines the concept as follows: *'The maximum number of people that use tourism site without unacceptable effect on environmental resources while meeting the demand of tourists.*' In my opinion, this definition is not all-inclusive, because the focus is mainly on environmental factors. The consequences of tourism are not included in this definition and are therefore incomplete. Chamberlain (1997) does include the residents of a tourist area in their definition of tourism carrying capacity: *'..the level of human activity an area can accommodate without the area deteriorating, the resident community being adversely affected or the quality of visitors experience declining'.* O'Reilly (1986) shares this view by arguing that capacity levels are influenced by two factors, namely: a) the characteristics of the tourists and b) the characteristics of the destination area and its population. In 1994, the World Tourism Organization (WTO) also focused on the concept of Tourism Carrying Capacity. They came up with a general official definition of the term: *"The maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic, socio-cultural environment and an unacceptable decrease in the quality of visitors' satisfaction"*. The definition shows that the maximum capacity depends on the following six different factors:

1) Physical Carrying Capacity: This factor that indicates the maximum number of people a city can handle. This factor is expressed in PCC per day: Environment (in square meters) x visitors per meter x daily duration.
2) Economic Carrying Capacity: This includes the maximum number of tourists that can be admitted to the city without economic consequences. To make this capacity measurable, we look at the point at which the higher revenues generated by the development of tourism are being overtaken by the inflation caused by tourism.
3) Environmental Carrying Capacity: This factor reflects the maximum number of tourists that a location can welcome, without harming the environment or ecology.
4) Social Carrying Capacity: This factor reflects the maximum number of tourists that a city can welcome without interrupting the social aspect in the city. Think of the quality of life of the residents.
5) Perceptual Carrying Capacity: This is the maximum number of tourists that can be welcomed by a city without negatively affecting the experience of the city visit.
6) Infrastructure Carrying Capacity: This is the maximum number of tourists that the infrastructure can handle.

These different types of capacities all aim to map the problem of overtourism, namely determining the limit value for the degree of satisfaction for residents and visitors. There are several debates about the measurability of the concept because this strongly depends on the place and time at which the measurement is taken (Simon, Naragajavana & Marques, 2004; Fernando et al., 2004). Butler (2011) argues that marketing influences the management of this capacity. Also, Simon et al. (2004) states that it is important to ask for feedback from residents and visitors for a longer period. This is to indicate which physical, economic or socio-cultural elements influence the carrying capacity.

With the introduction of the word 'tourism carrying capacity', an attempt has been made to make the consequences of tourism measurable. However, this method is not fool proof and is subject to many changes (McCool & Lime, 2009). McCool and Lime (2009) state that it is practically impossible to calculate a maximum number of visitors because this depends on how tourists behave or the type of visitor as stated in Section 3.2.3. Yet it is practical and essential to have a map of the current state of cities. This is to be able to see trends and to sketch scenarios about the carrying capacity of cities. According to Koens et al. (2018), it is important to find a middle ground in both the interests of the visitor and the resident. One method for mapping this middle ground is the City Brand Model of Merrilees, Miller and Harrington (2009). This model looks at various attribute items that determine the satisfaction of both visitors and residents. Merrilees et al. (2009)

developed this model because of their criticism of the emerging literature on city branding and the way it is implemented in the city. According to them, this view has been subject to change, partly because tourism has been changing significantly in recent years.

3.2.6. City Brand Model

The pillars to be investigated according to the City Brand Model of Merrilees et al. (2009) have a strong relationship with the different types of carrying capacity of UNWTO. To be able to identify and possibly guide overtourism, it is important to gain insight into the facets that residents and visitors consider important in the city. The City Brand Model is a model that gives substance to this. The application of this model provides several advantages, according to Merrilees et al. (2009): *'Identifying the determinants of city brand attitudes affords a deeper understanding of how branding works in this particular context and provides a framework by which local governments can manage and modify such attitudes for the public good'.* Knowledge of the attributes therefore not only provides a better insight into how city branding works, but it also provides an instrument for public policy to manage attitudes towards a city. The attitudes that are tested identify the most important city brand attributes for the resident. The visitor is also involved in this research.

Originally, the model aims to map out the most important facets of the city for the resident. This provides insight into the most important attributes that contribute to the quality of life in the city. By arranging these attributes and linking them to the will of the visitor, insight can be gained into the general wishes of both the resident and the visitor. Because it is explicitly mapped out which elements are important for residents and visitors, city marketing can respond in a targeted manner.

The City Brand Model, therefore, looks at the specific attitude of residents towards the city. This includes the following items: a) nature, b) creativity in the business world, c) shopping facilities, d) brand, e) intentions, f) transport, g) culture, h) government services, i) social bonding, j) safety, k) neat environment and l) heritage. All these items together provide a picture of how residents view the city. If the importance of each item is tested, it can be determined where the focus of residents lies. By mapping this focus, an urban policy can respond to this by stimulating, protecting or adapting items.

The flaw in this model is that it does not specifically look at the influence of the different items on the phenomenon of overtourism. However, literary science has not yet investigated the relationship between the different facets of the model and overtourism. It can be said that these items are related to the attitude of residents towards the city. By linking these items, themselves to the phenomenon of overtourism, an attempt is made to gain insight into this. The items are linked to the phenomenon of overtourism by subdividing the various attributes into three liveability categories. Liveability has common ground with both residents and visitors.

3.3. Determining overtourism based on liveability

Based on the City Brand Model, it can be stated that the facets that belong to this model are part of the liveability of a city. Liveability is a topic that has been the focus of attention in recent years when determining the value of environments. Not only is this theme high on the political agenda, but it is also frequently discussed in the scientific literature. However, there is much uncertainty about an unambiguous definition of the concept of liveability. The catch-all concept strongly depends on the interpretation of societies, groups and individuals. The term is delineated in this section based on the scientific literature.

3.3.1. Definition of liveability

Liveability is a typical catch-all term, a collective term for quality characteristics of a living environment. The degree of liveability is determined by individuals themselves and can differ per person. The term has a different meaning for everyone, but the exact description strongly depends on place and time (Ruth & Franklin, 2014). Vuchic (2017) attempts to describe the concept. It is stated that liveability consists of a space such as a neighbourhood, district or metropolitan area, which contributes to economic opportunities and prosperity, health, ease of use, mobility and recreation. These elements are mentioned in both the United Nations definition and the Organization for Economic Cooperation and Development (OECD) (Vuchic, 2017). In a broader interpretation of the concept of liveability, elements such as equality, education, social bonding and income distribution are included (Lui, Derudder & Liu, 2011). In general, the concept looks at a combination of a person or community concerning an environment (Veenhoven, 2000). Besides the various elements that comprise liveability, Okulicz-Kozaryn (2013) divides liveability into two elements, namely subjective liveability and objective liveability. The objective liveability relates to the registrable situation, such as the quality of homes, the number of facilities and the labour market. These measurable constructs can represent how the quality of life is present at those points in space. Besides, there is a subjective liveability that examines how people experience that actual situation. A model that includes all these elements is the model of Leidelmeijer, Van Kamp, Marsman and De Hollander (see Figure 8). In this model, the quality of life is based on 11 pillars with several sub-components. The model shows that an unambiguous definition of the concept of liveability is difficult to create because it is not possible to place all aspects of liveability in one definition.

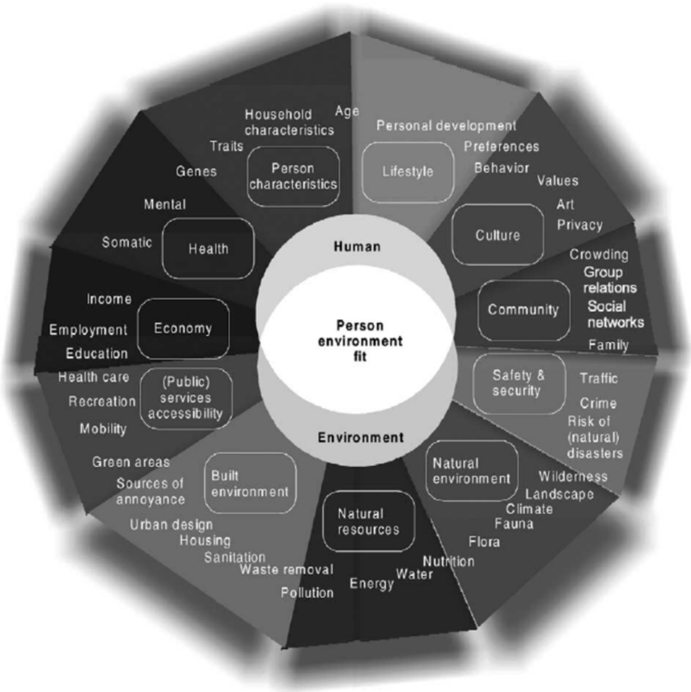

Figure 8: Model by Leidelmeijer, Van Kamp, Marsman and De Hollander (2003)

Figure 8 shows that Leidelmeijer, Van Kamp, Marsman and De Hollander (2003) subdivide all possible forms of liveability into three different subcategories, to be called person-environment fit, human and environment. The attributes of the City Brand Model can also be classified under these headings.

3.3.2. Person environment fit

This category within the quality of life spectrum aims to map out the common denominator of both people and the environment. Items that belong to this are security, public services, community and economics. These four items interact strongly with each other, as a high level of safety means that more encounters between residents take place in the street, which gives the atmosphere and experience of a city a positive input (Gehl, 2013). The lively feeling that results from this ensure an increase in vitality (and therefore also the economy). However, Van Aalst (2014) sees nuisance and deterioration as the main characteristics of safety in a city. Nuisance includes the themes of noise nuisance, drug trafficking and neighbourhood nuisance. These types of nuisances can cause residents and visitors to feel less safe in the neighbourhood. An unsafe feeling can mean that visitors and residents no longer dare to take to the street alone or no longer feel strongly connected with the neighbourhood. In contrast to an unsafe living environment, a safe environment provides a pleasant living environment, which will increase the liveability of a neighbourhood or city (Ricciardi, Rossignoli & De Marco, 2013).

The presence of tourists therefore influences these pillars. Not only because the hustle and bustle can lead to less social interaction, but also that this hustle and bustle can cause an unsafe feeling. This unsafe feeling, in turn, means that fewer tourists want to visit the city and that residents no longer feel comfortable in their place. The attributes of the City Brand Model are closely related to this, namely:

1. The safety element – This looks at the feeling of safety, general safety and safety concerning other cities.
2. The image – This is about the reputation of the city, the lifestyle and the way a city is promoted externally
3. The intentions of residents – This attribute addresses the intention to continue to live in a particular city
4. Culture – This factor provides insight into the number of cultural activities in the city, but also the feeling that city dwellers have about their city. Whether they think their city is modern.

All four attributes have a combination of objective and subjective liveability and can therefore be moderately influenced by city marketing. Attributes from the city brand model that can hardly be measured are the humane elements of the quality of life.

3.3.3. Human elements

Describing the quality of life is complicated by the fact that quality of life is not just a given but differs from person to person and from place to place. Liveable is different for one person than for another and vice versa. In other words: quality of life as a characteristic of a place or location is not just an objective fact (Okulicz-Kozaryn, 2013). What is liveable is highly subjective and depends on the standards and values of the person who assesses the area. After all, it is about how people experience their neighbourhood or district. The overall assessment of the living environment, or the subjective liveability of a neighbourhood, is made differently by different people. This subjectivity is summarized by Van Kamp, Leidelmeijer, Marsman and De Hollander (2003) in the humane elements of liveability. The subjective factors that they consider partly correspond with the elements that are tested in the City Brand Model. This is because the following factors are labelled as human:

1. Social bonding – This attribute examines the relationships between city dwellers and the extent to which relationships can be established. The city is interesting to come to for family and friends. But diversity is also tested.
2. The business world – The extent to which the business world has to influence is mapped with this factor. A positive image for the business world increases the attractiveness of the city, which means that it can become busier.

However, the City Brand Model does not consider the influence of personal characteristics, something which, according to Martin, Martinez and Fernández (2018), does influence the attitude of people towards overtourism. Van Kamp, Leidelmeijer, Marsman and De Hollander (2003) also include this factor in determining the quality of life. For example, research by Martin et al. (2018) into the factors influencing residents' attitudes towards tourists in Barcelona shows that people in rental properties are more prone to the impact of tourism in the city. On the other hand, young people and people with a lower income are more tolerant towards tourists. These personal factors, therefore, have a direct relationship with tourism and thus determine the policy to be pursued.

The type of tourist who comes to the city also influences the attitude of visitors to the tourists. According to Van Aalst (2014), residents are mainly irritated by the drunk and nuisance tourists and the least irritated by individual and small groups of tourists. Sahadat (2018) adds to this by stating that mainly older tourists who return to their hotel in the evening are the least stressful for residents. These types of tourists can be divided into the aforementioned categories of Cohen (1982), namely the individual mass tourist, the organized mass tourist, the drifter and the explorer.

In this research, the subjective elements of the City Brand Model are combined with the personal characteristics of residents and visitors. Comparative research into the explicit factors of overtourism that influence residents' perception of liveability has not yet been conducted (Kuscer & Milhalic, 2019). As a result, various elements from previous studies are combined, so that they can then be used in this study.

3.3.4. Environmental elements

In addition to the human subjective elements of liveability, there are also objective elements that determine the liveability of residents. Pasquinelli and Trunfio (2020) also refer in their article about making overtourism measurable to the distinction between objective and subjective liveability. In their view, it is important to map these factual and measurable manifestations of the phenomenon. Reference is made to the amount of waste on the street, but also the measurable noise produced by tourists. Also, they see the rise in rental and house prices as a measurable factor that can determine the degree of overtourism. Koens, Postma and Papp (2018) argue that it is precisely the objective quality of life elements that are the most important for determining the policy concerning overtourism. Williams, McDonald, Riden and Uysal (1995) supplement this by arguing that the objective quality of life elements can be mapped out well and are therefore essential for creating support among the residents. Koens, Postma and Papp (2018) do state that the meaning of the word environment should be considered in this category. In their research, they distinguish between the physical environment and the natural environment. The physical environment can be designated here, such as heritage, transport or available shopping facilities. The natural environment is not demonstrable here and is a feeling for the environment. Think of the extent to which an individual finds the present nature sufficient. In this study, the individual items are included in the humane elements of liveability.

If the objective elements from the City Brand Model are examined, it can be concluded that six elements are objective and measurable. These elements are:

1. Nature – This attribute is about the degree to which a city is demonstrably green, so there are many city parks, these parks are well maintained.
2. Shop facilities – This concerns the availability of shops, i.e. the number of clothing shops, the number of quality restaurants, number of department stores. This factor contributes to the popularity of a city and can influence as a factor of overtourism
3. Transport – The flow of traffic and the condition of the roads are examined
4. Government – This factor looks at the extent to which the government influences the image of the city, looks at the confidence of residents in the government, the urban services for health needs, and the public transport in the city.
5. Environment – The cleanliness of the city is discussed here, the city remains clean, government services try to keep the city tidy and the number of rubbish bins is mapped.
6. Heritage – The satisfaction of residents and visitors about the cultural heritage is tested, so the number of historic buildings, the maintenance of these buildings and the historic environment of the city.

The main contribution of this research is that a clear ranking is made of community attributes in terms of their influence on residents' attitudes towards the brand image. By mapping these attributes, it can be established what the residents of the city value most. By linking these attributes to the requirements of the visitor, a general decision can be made about the attributes that are important for the city. By ranking the quality requirements of the resident and the visitor, government agencies including city marketing can take the general preferences into account. This general preference is essential to gain support for future tourism policy and will influence the extent to which overtourism will or will not take place.

3.4. Conceptual model

The theories and literature discussed above can be summarized in the conceptual model, shown in Figure 9. The model schematically represents the relationship between the different constructs. These relationships are the result of a combination of different theories and claims. These relationships tested in this study have not yet taken place. The focus of city marketing on visitors and the lack of integrated research into all stakeholders are to blame for this (Hospers, 2009; Egresi, 2018). That is why the characteristics of both the resident and the visitor are included in this research.

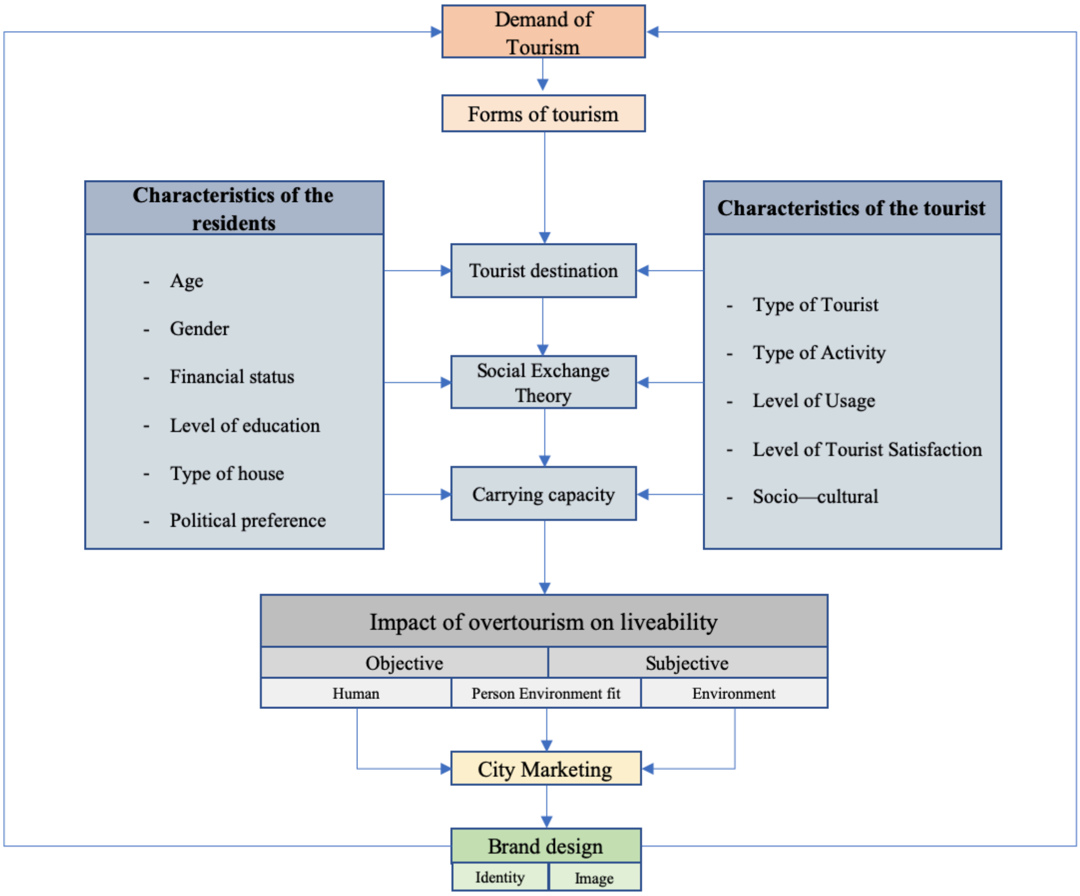

Figure 9: Conceptual framework

The model shows that the demand for tourism can be broken down into different forms of tourism. The extent to which a tourist location is (negatively) influenced, according to Cohen (1982), strongly depends on the type of tourist who comes to visit a city. The type of tourist, together with the characteristics of the residents and characteristics of the tourist, determines the overall image of a tourist location.

According to researchers, the characteristics of residents can be broken down into six sub-items. These items are age, gender, financial status, level of education, type of home and political preference. Based on these items, hypotheses can be formulated that map out residents' attitudes towards tourism. These characteristics influence three pillars. The first pillar is the tourist location; this pillar indicates the popularity of a tourist location. For example, a younger population in a city is generally more interesting for mass tourism because the tolerance of these residents is higher.

The second pillar is the personal characteristics of residents that influence the Social Exchange between residents and tourists. The degree of tolerance and interaction between residents and visitors can partly be explained by the characteristics of residents. For example, residents with a higher education level have more interaction with tourists and other residents.

The last pillar is the personal characteristics of residents that influence the carrying capacity. The limit value of irritation can partly be determined by personal characteristics. As an example, residents with a right-wing political preference often suffer less from tourism because they consider the economic importance of tourists to the city. Conversely, left-winging residents are more averse to tourists because the quality of life is more important to them. In the same way, the characteristics of visitors influence the tourist location, the social exchange and the carrying capacity. For this group mainly the type of tourist, type of activity, level of usage, level of tourist satisfaction and socio-cultural characteristics of tourists are important.

Figure 9 shows that the degree to which social exchange takes place depends on the tourist location and the degree of carrying capacity depends on the tourist location and the social exchange between residents and visitors. The carrying capacity indicates a certain limit value to which tourists can visit a city without irritation. This carrying capacity affects the quality of life of the residents. This quality of life can be mapped out by making the concept measurable, this can be achieved by dividing the concept into objective and subjective characteristics of quality of life. This objective and subjective liveability can in turn be broken down into human characteristics, person-environmental fit and environment. The environment is objective and measurable. Person-environment fit is a combination of both objective and subjective and human whole is subjective. Making liveability measurable is important for city marketing because it allows the policy concerning tourism to be determined. City marketing considers both the liveability of the resident and the liveability of the visitor.

Ultimately, city marketing uses all these constructs to create a policy, the brand design. This includes the actual identity of the city and the desired image. By highlighting these two items, the wishes of the visitor and the preferences of the resident are included in the policy and will ensure sufficient support in that regard. The purpose of the brand design is to be able to regulate the tourism flows and in turn influence the number of tourists.

Chapter 4 – Methodology

This method chapter serves as a clarification for the method of the researcher. It states which considerations have been taken and justifies why certain choices were made. It must be made clear from this chapter how and where the research took place. In addition, insight is gained into the questions of what and who was investigated. It is important here to account for each choice. This clarifies the repeatability, openness and intersubjectivity of the research. First, the research area will be discussed (4.1.). Subsequently, the explanation of the choice of mixed methods will be explained (4.2.). After that, the qualitative part of the research is discussed, in which the choice for interviews, the transcription process and coding will be clarified (4.3). Thereafter, the quantitative part of the research will be explained, in which the choice of the research area, research units and sample size will be discussed (4.4.). The concepts will also be operationalized here, providing insight into the questions that will be asked using surveys.

This chapter shows how the research is set up to answer the sub-questions with which answers to the central main questions are found. Four questions must always be addressed in the methodology. These questions are (De Goede et al., 2009):

1. Where? – In which setting will the research be carried out, or in which situation or location will the research take place?
2. How? – How is the research conducted, i.e., which methods and techniques are used to collect and analyse data?
3. Who? – Who is being investigated, in other words, which persons, groups or events make up the research units?
4. When? – When does the research take place, or in what period and/or at what time will the research be conducted?

These questions are answered in the paragraphs below. The chapter ends with a conclusion that should provide insight into who an overall conclusion can be written with qualitative and quantitative results (4.5.).

4.1. Research area

The research area consists of the districts 'Binnenstad Zuid' and 'Binnenstad Noord' (Figure 10) located in the city of Leiden. Geographically, both districts lie within the canals of the city and thus represent the tourist centre of the city.

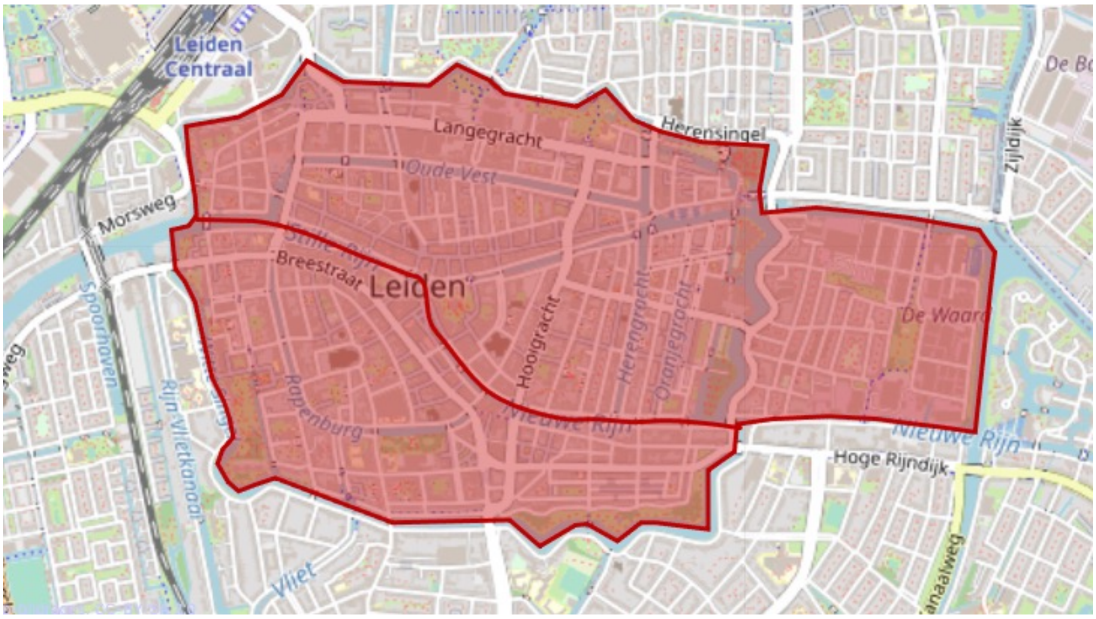

Figure 10: The districts 'Binnenstad Noord and 'Binnenstad Zuid', including the neighbourhood 'De Waard' (openstreetmap.org, 2021)

One of the neighbourhoods within the district 'Binnenstad Noord' does not belong to the area within the canals, so the neighbourhood 'De Waard' is not included in the research area. The two districts 'Binnenstad Zuid' and 'Binnenstad Noord' (excluding the district 'De Waard') are referred to in this study as the city centre of Leiden.

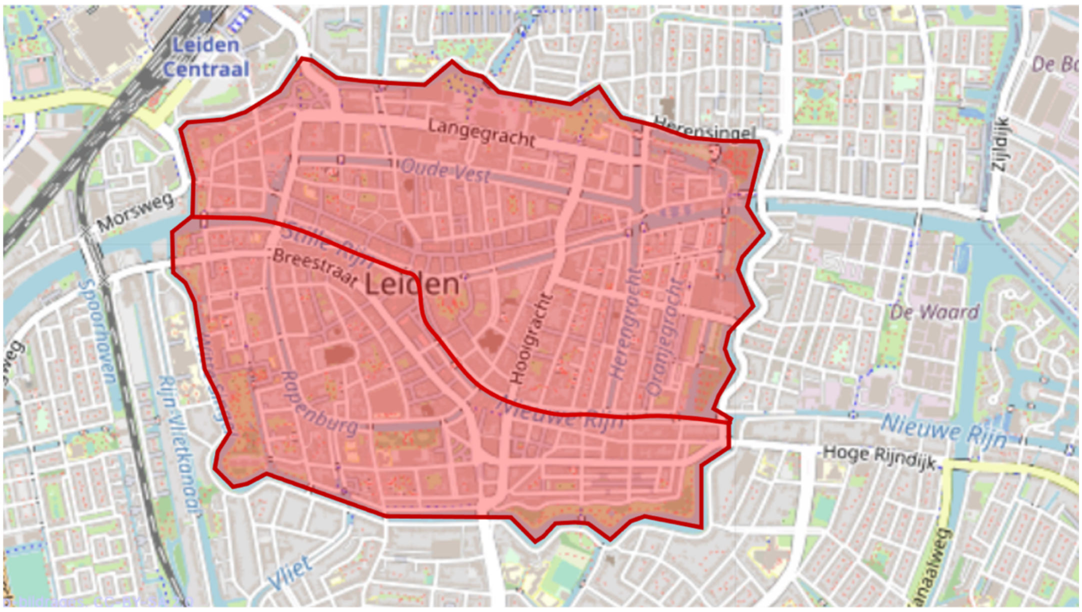

Figure 11: The districts 'Binnenstad Noord' and 'Binnenstad Zuid', excluding the neighbourhood 'De Waard' (openstreetsmap.org, 2021)

Not only the Leiden canals indicate the historical boundaries of the old city, but also shopping facilities, museums, monuments and restaurants. The latter are often found in tourist areas and are therefore a good indicator for demarcating the research area. With 855 different catering establishments and 565 cultural and recreation services, the districts ‘Binnenstad Zuid’ and ‘Binnenstad Noord’ have the most catering and cultural facilities. The number of hotel nights that takes place in these districts is also the highest of all, namely 412.000 overnight stays (Municipality of Leiden, 2020). This means that these two districts can be seen as the tourist centre of Leiden.

Respectively, the districts ‘Binnenstad Zuid’ and ‘Binnenstad Noord’ have 14.851 and 8.530 inhabitants, spread over 10.812 households. Looking at these households, an average of 75% of these households consists of single-person households, less than 20 per cent is a multi-person household without children and only a small percentage is a multi-person household with children. These proportions can be explained by the fact that just under 70% of residents are younger than 39 years old (Databank Leiden, 2021).

Gender proportions are evenly distributed for both districts, approximately 52.7% of the total population of both districts is female and 47.3% is male. It can also be stated that the average monthly income of the district is 10.000 euros lower than the Dutch average (Databank Leiden, 2021). This trend can often be seen in student cities, where there are many single households. A place with a young population and work must be combined with study.

4.2. Mixed Methods Research

For this research, it was decided to apply the so-called Mixed Methods Research (MMR). This research method aims to unify qualitative and quantitative data (Boeije, 2010; Bryman, 2012). The quantitative part of the research focuses on performing numerical and statistical analyses to make generalizable statements about large populations, in this case, the residents of the city centre of Leiden. This group of 10.812 households can best be reached through surveys. The application of this research method will result in a general view on overtourism, which can be established with 95% confidence. As a result, a priority list can be drawn up for this target group, so policymakers can see exactly what the residents' liveability wishes are. Before the survey can take place, a running list is drawn up. The households are selected based on the BAG (Key Register of Addresses and Buildings), after which a random sample must determine which households must be used for the survey. To only get the households from the BAG, the addresses are selected using ArcMap. The addresses that are typed as residential addresses by ArcMap are then exported to an Excel file. Subsequently, a random sample was taken with Excel. The reason for using a random sample is to give every household an equal chance of being involved in the sample (Scheepers, Tobi & Boeije, 2016). The data is initially collected through door-to-door surveys. The questionnaire is issued and can be completed within five to ten minutes. There is a chance that residents of both neighbourhoods are not at home or do not have the time at the time of approach. For the survey to be Covid-19-proof, you can choose to complete the same survey online. Notes will be made with a link to an internet or web survey where it can still be completed. An additional reason for an online alternative is to make the respondent group as large as possible to increase the representativeness. In addition, it is useful for the respondent to be able to determine their own time to fill in (Scheepers, Tobi & Boeije, 2016).

The qualitative part of the research mainly focuses on collecting in-depth narrative and textual data from a limited number of respondents to reveal social processes and mechanisms in this way. The latter is used for the target group of tourists and the city marketer: Leiden Marketing. It can be added that the Covid-19 virus outbreak contributed to the determination for this method. The reason that at the time of this study the Netherlands was labelled as code red by neighbouring countries, it is difficult to reach the target group 'tourists'. As a result, it was decided to interview hotel owners of different hotels, to map the wishes and preferences of tourists.

In the following paragraphs, it will be explained how the set-up of the various interviews looks like (4.3.1. & 4.3.2.), how the transcription process works and how coding is done (4.3.4.). For the quantitative part of the research, it will be explained what the research units are (4.4.1.), how large the sample size will be (4.4.2.) and the concepts will be operationalized (4.4.3.). Ultimately, it will be explained how you can write a solid and valid conclusion with both research methods (4.5).

4.3. The qualitative part of the research

During this research, interviews will be conducted for the target groups 'tourists' and 'city marketing'. For the former target group, hotel owners of various hotels are interviewed to give a good insight into the tourist perception of the quality of life in the city. Interviewing hotel owners is somewhat necessary because the Covid-19 pandemic has made the original target audience inaccessible. Due to the lack of the target group 'tourists', we looked for the most suitable alternative. This alternative appears to be the hotel owners, as they interact most with hotel guests when it comes to visiting preferences in the city. This, therefore, concerns an indication of the expected perceived liveability, because the target group 'tourists' is not addressed itself. The precise preferences of tourists remain open to interpretation. The interviewed hotel owners were chosen based on the target group, which can vary from small-scale Airbnb's to a four-star hotel (the highest classification of hotels in the city of Leiden).

The results gained from the interviews with hotel owners as well as the quantitative part will be discussed with Leiden Marketing. This conversation has a dual function; on the one hand, it will be asked how city marketing is expressed in its current form and, on the other hand, the results of this research will be discussed with them. This can be used to determine whether the current line that Leiden Marketing is pursuing is sufficient or whether an adjustment is desirable. The interview with Leiden Marketing, therefore, has an additional function for the research as well as a controlling function.

The additional function of the interview with Leiden Marketing is to compare the current situation and the preferences of society. This makes it possible to determine whether the policy concerning overtourism is functional and sufficiently effective. The controlling function is mainly expressed in determining the validity of the data. If the research results are not in line with the perception of Leiden Marketing, it may be questioned whether the data are valid. In that case, inquiries will be made about how Leiden Marketing can avoid or guide the possible situation of overtourism.

4.3.1. Interviews

For this study, interviews were held for the target group ‘visitors’ with seven hotel owners and/or front office managers (an overview of all respondents can be seen in Appendix I). In addition, a final meeting was held with Leiden Marketing. For the target group of visitors, it was decided to create such a mixed heterogeneous group that covers all types of visitors. The interviews were held both in person on location and by telephone. The respondent was given the choice to conduct the interview on location or by telephone, with the reason to offer the respondent a Covid-19-proof solution and to be able to determine the desired interview setting for himself. These interviews were then recorded with a mobile phone and subsequently transcribed and worked out. Table 1 shows an overview of all respondents who participated in this survey.

It was decided to interview owners of large hotels as well as small bed and breakfasts (hereinafter B&B) because this can accurately reflect the visitors. This looked at the price of hotel rooms and the appearance of the hotel or B&B. The price in combination with the appearance of the hotel or B&B attracts a certain type of visitor, namely the budget visitor and the visitor who has more to spend on average. Respondent 4 can be seen as representer of the most budgetary hotel with an average room price on average 77 euro per room for two people and Respondent 2 is the representer of the most expensive at 144 euro per room. It should be noted here that these room rates were requested in January 2021, a time when the Netherlands is in lockdown and tourism is hardly an issue. On average, the price for a hotel room will be higher if the Covid-19 virus situation did not exist.

During interviews, it became clear that a distinction can be made between two different visitors, namely the long-stay visitors and the short-stay visitors. As a result, it was decided to interview the front office employee of the tourist office in Leiden. This employee mainly interacts with people on a day trip and can therefore give a good insight into the wishes and preferences of this target group.

To increase the validity of the research, a semi-structured interview was used (see Appendix II). The questions were devised in advance, but there is still room for the respondent to make their additions. This increases the internal validity because the same group also gets the same questions. The questions about the length of the visit were only omitted in the interview with the tourist office employee because the tourist office does not facilitate overnight stays.

In the research, a degree of generalization is done, which does not benefit external validity. The more than one million visitors (pre-Covid-19 time) are represented by 7 interviews. In addition, the respondent estimates what the target group thinks, this does not increase external validity (Scheepers, Tobi & Boeije, 2016). It should be noted, however, that the research is being conducted in Covid-19 time in which the Netherlands is in lockdown, the target group ‘visitor’ cannot be reached, and the best possible alternative has therefore been examined.

The repeatability of the research, and thus the reliability of the research, can be found in the method that was applied. Several people were asked about the same subject with the same questions which increases the reliability. It should be noted, however, that there is room for the respondent's input, which does not benefit reliability (Scheepers, Tobi & Boeije, 2016). However, these questions have been noted afterwards and can be asked again.

4.3.2. Operationalization of the interviews with hotel owners and front office employees

The questions posed to the hotel owners and front office employees can all be derived from the conceptual model. This involves looking at four elements, namely the identity of the visitor, the human aspect of overtourism, the environmental factors of overtourism and the person-environment fit of overtourism. First, the identity of the interviewee was asked, to validate that the person with whom was spoken has a direct relationship with the visitor. Subsequently, the purpose of the visit and the general wishes of the visitor were discussed. Table 1 describes the questions associated with this.

Topic	Question(s)
Profile interviewee	- Could you introduce yourself? a) Function b) How long working c) Relationship with the visitor
Visitor identity	- Can you provide a profile of the visitors who come to your hotel to stay overnight? a) Age b) Gender c) Group size d) Short or long stay
Purpose of visit	- What is the purpose of the visitor during their stay at your hotel? a) Business, museums, city tips, etc - Where do visitors prefer to go to?
General preferences/facilities	- Which items are the most important when visiting Leiden? - What do visitors miss when visiting Leiden? - What is suggested by hotels as an activity to do in the city? - From the visitor's perspective, what grade would you give to the city of Leiden?
Annoyances	- What annoys visitors the most when visiting the city of Leiden?

Table 1: operationalization of the interviews with hotel owners and front office employees

The literature study shows that overtourism is determined based on three different factors. To clarify the questions, these three aspects are discussed separately below. First, the questions about the human aspects of overtourism are discussed, namely the business position, social bonding and a section about the future of overtourism (see Table 2).

Topic	Question(s)
Business position	- Does Leiden's business position meet the visitor's preferences?
Social bonding	- Do hotel guests interact with residents? a) If so, how? - Are visitors annoyed by residents?
Future of tourism	- Will visitors still come to Leiden during Covid-19? - How do you think tourism will develop after Covid-19?

Table 2: Questions about the human aspect of overtourism

Second, the questions about environmental factors are addressed. The environmental factors that influence overtourism are the city's heritage, the influence that visitors and hotel owners have on the policy to be pursued in Leiden, the shopping facilities and public transport. The questions about this aspect of overtourism can be found in Table 3.

Topic	Question(s)
Heritage	- Are visitors satisfied with the heritage that Leiden has to offer?
Influence on policy	- Are you satisfied with the actions of the municipality concerning visitors? - As a hotel owner, can you influence the policy to be pursued about tourism?
Shopping facilities	- Do guests of your hotel think that Leiden has enough shopping facilities?
Public transport	- Is public transport too busy in Leiden?

Table 3: Questions about the environmental factors of overtourism

The last aspect that affects overtourism is a combination of human aspects and environmental factors. This combination is also called the person environmental fit. The questions that belong to this category are questions about safety, culture, welfare, the environment and the future of tourism in Leiden. Table 4 shows which questions are asked for which item.

Topic	Question(s)
Safety	- Do visitors feel safe in the city of Leiden?
Culture	- Are visitors satisfied with the cultural offer? - Does the cultural offer meet the visitor's wishes?
Well-being	- Do visitors feel comfortable during their visit to Leiden?
Future of tourism	- Do you have any advice for the municipality regarding tourism policy?
Environment	- Have you ever heard complaints from visitors about the hustle and bustle in the city of Leiden?

Table 4: Questions about the Person Environmental fit of overtourism

4.3.3. Operationalization of the interview with Leiden Marketing

The interview with Leiden Marketing aims to discuss the possibilities of preventing or guiding overtourism. During this conversation, cautious research results are discussed and how Leiden Marketing could get started with this is discussed. The interview is divided into two parts. Firstly, the current activities and the essence of Leiden Marketing for the city of Leiden are explained, while the degree of participation of residents during the decision-making process of campaigns is also discussed. It also discusses to what extent the activities of Leiden Marketing meet the preferences of residents. The first part aims to provide context, so what does Leiden Marketing entail and what is their working method. This is to sketch a framework, to subsequently be able to see whether the policy to be pursued corresponds with the preferences of residents and visitors. The questions asked in the first part can be found in Table 5.

Topic	Question(s)
Profile interviewee	- Can you introduce yourself? a) Function b) How long working
Leiden Marketing	- What exactly does Leiden Marketing entail? a) What is the relationship between you as Leiden Marketing and the municipality? i) And between you and the hotels ii) Can campaigns be launched without the consent of the municipality? iii) Is there a check by the municipality on your actions? iv) If not, are your activities monitored? - What is the essence of Leiden Marketing?

	a) For the business market b) For the visitors c) For the residents - What are the main goals of Leiden Marketing? a) What are the goals during Covid-19?
Positive effects	- What are the positive effects of your activities for the city of Leiden? a) For residents? b) For visitors? c) For the business market?
Involvement of residents	- To what extent do the preferences of the visitor influence your work/campaigns? a) And to what extent are residents involved in this? b) To what extent can residents influence the policy to be pursued?
Involvement of other actors	- How do you try to align the city promotion with the wishes of all other actors involved? a) And how is this effect in practice?
Municipality	- The municipality is currently taking stock of what residents think about day-trippers and other visitors. Based on this, a visitor economy policy is drawn up. What is your position in the decision-making process regarding such a policy document? a) To what extent can you influence that policy? b) To what extent are you obliged to take such a policy document into account? - The municipality will also continue to push for a merger between Leiden Marketing and Centrummanagement Leiden. Do you think that is a good idea? a) Does this benefit the city marketing of Leiden? b) What is the most ideal situation for Leiden Marketing to get the most out of city marketing? i) Why is that the most ideal situation? ii) Is that good for residents?
Campagnes	- How does campaign decision-making work?

Table 5: Contextual questions for Leiden Marketing

After mapping the way Leiden Marketing works, the subject of overtourism can be discussed in more detail. An attempt is made to sketch a vision for the future based on the results obtained from this research. During this part, comparisons are also made with the city of Amsterdam and its city marketing organization Amsterdam & Partners. The reason this organization is used as a comparison is that this organization already takes overtourism into account. The question is whether measures taken by Amsterdam & Partners are also interesting for an organization such as Leiden Marketing. The questions posed about the future of Leiden Marketing are as follows (see Table 6).

Topic	Question(s)
Tourism development	- How do you think tourism will develop in the coming years? a) What are your activities now? b) What is the highest priority at this moment?
Amsterdam & Partners	- Amsterdam & Partners, the former city marketing agency of Amsterdam, is currently advising to completely redesign the visitor economy in the coming years. Recommendations have been made with residents, entrepreneurs and the cultural sector to ensure that by 2025 more people benefit from the tourist interest in the city and lead to less inconvenience, especially for city centre residents. a) Is the call to change also present in Leiden? b) Is Leiden susceptible to so-called 'overtourism'? - In Amsterdam, a special tax for day-trippers, a discount pass for residents and a total ban on holiday rentals such as Airbnb are being considered. Do you think these measures can contribute to keeping visitors flowing to Leiden manageable? a) Will these kinds of measures work for the city of Leiden? b) Do you think residents should benefit more from their city? c) What kind of option would work for a city like Leiden to combat overtourism?
Grade for Leiden	- What grade do you give the city of Leiden from the perspective of Leiden Marketing? a) What do you think could be improved?

Table 6: Questions about the future of Leiden Marketing

4.3.4. Transcription process and coding

The interviews were recorded with an iPhone and transcribed by the software of Amberscript. The software automatically transcribes the submitted sound recordings. However, the interviews were conducted by telephone, so the software was not always able to properly detect which words were spoken. These errors have been manually updated from the software. The advantage of this manual update is that you can remember the contents of the interviews while listening and typing, which is important for encoding the transcripts.

The transcripts were then exported to the Atlas.it software. This program assists the researcher in creating codes. These codes are answers to questions and/or belong to a specific theme. By using these codes integrally, an overview can be created of all answers to the question associated with the code. This allows you to immediately see the results regarding the code for all interviews.

The encryption process is started with so-called ‘open coding’. The interview is read in its entirety and details of the statements made by the respondent are recorded. Codes are then made of all these statements, which serve as a guideline for the analysis of the transcripts. Open coding aims to ensure that the interpretation of the interviews is less influenced by the researcher.

After the codes have been created, the researcher looked at overarching main themes. In this study, these are the five sub-questions from the study, the three quality of life factors that determine overtourism, the general quality of life factors and overtourism. This way of coding is also called ‘axial coding’. A sub-code can belong to several main themes. It has been decided to place these sub-codes with multiple main themes. This is because no quotation can be overlooked. A comprehensive overview of all codes can be found in Appendix III.

The codes are closely related to the conceptual model and can therefore give the impression that there is no room for new information in this research. The interviews were made based on the literature study and therefore focused on items that are already known. To be sure that new information can be gathered, ‘probing questions’ were asked based on the answers given by the respondent. The purpose of questioning during the interview is that new information can be obtained. The information resulting from this is coded as; ‘General liveability’ and ‘Overtourism’.

Other codes were used for the interview with Leiden Marketing. The codes used to analyse this interview correspond to the division of the chapter. First, it has been mapped out what Leiden Marketing is, for this, the code ‘positioning LM’ was used. Subsequently, the influence of residents on tourism policy was examined, for this the code 'influence of residents on policy' was used. It is concluded with guiding or combating overtourism. For this last part, the code ‘guiding overtourism’ has been used.

4.4. The quantitative part of the research

In addition to the information obtained through interviews, information is also obtained from large-scale field research. The field research, consisting of a survey, is conducted among a portion of the total number of households within the canals of the city of Leiden. The part that may participate in the survey will be chosen based on a random sample. Surveys are the most effective and reliable research method for conducting large-scale field research. The large-scale field research could provide an overview of what lives and plays among a specific population or specific parts of a population (Scheepers, Tobi & Boeije, 2016). This method is often used to describe and explain social phenomena. This applies to determining overtourism in the city centre of Leiden.

The study uses a general questionnaire, which is distributed to a random group of residents of the city centre. The method is extremely suitable for gaining insights into relationships between theory and research-based on validity and validity. In addition, this method was chosen to gain numerical insight into the situation in the city centre (Bryman, 2012).

An overall picture of the city centre of Leiden is determined using the largest possible database of data. The quantitative research uses a standardized data collection plan so that all respondents answer the same questions (Bryman, 2012). Written research was chosen because it is a cheap and fast way to obtain data. Written research is easy to analyse and leads to few socially desirable answers. The written surveys are conducted anonymously, which increases the willingness to provide honest answers (Scheepers, Tobi & Boeije, 2016).

The great advantage of this research method is the fact that many people can be questioned, therefore a good general picture can be drawn of the situation. On the other hand, in a survey, you cannot go into depth by asking in-depth questions or asking for a response to the answers given. However, this does not apply because several liveability items are being tested. These items are listed and need no further explanation.

4.4.1. Research units

In this study, the residents of Leiden's city centre are tested quantitatively. Leiden city centre has a total of 23.381 inhabitants, divided into 10.812 residential addresses (Municipality of Leiden, 2020). It was decided to look at residents of the city centre of Leiden, who are surveyed based on a random sample from the number of residential addresses. This method was chosen because the current Covid-19 measures do not encourage people to go outside. This makes it easier to reach this target group by walking through residential addresses. For this study, it is accepted to have several people from a household complete the questionnaire, this has to do with the fact that households in the city centre often consist of several residential units. These units are mostly self-contained rooms and can be seen as separate household. It is also interesting to obtain the opinion of both young and old. This allows a household with children to provide insight into the perception of both the parent and the child. Again, a household contains several age categories that are interesting for this study.

It was therefore decided to survey residents of the city centre based on the residential addresses registered in the BAG register from July 2020. The population is most involved in the city centre and can accurately indicate the current situation in the area. The data - all residential addresses of the city centre of Leiden - are entered into the statistical program IBM SPSS Statistics and then one simple random sample is drawn. The sample is randomly drawn with the reason to give each unit (residential address) an equal chance to end up in the sample (Clifford, French & Valentine, 2010). In this way, an attempt was made to provide the best possible reflection of the city centre of Leiden, in other words, the highest possible representativeness. The random sample was done as follows using the SPSS program:

City Centre of Leiden: Binnenstad Zuid en Binnenstad Noord (excl. Neighbourhood 'De Waard') N=10.812

*N= population

Data → Select Cases
Select → Random Sample of Cases → 20% of all cases

The above calculation resulted in 2.162 residential addresses that must be visited to receive a sufficient response. A random sample of 20% from the total population was chosen because previous research showed that the average response to a survey is approximately 20%. As a result, with this random sample, it is expected that a sufficient response will be received.

4.4.2. Sample size

However, the above random sample has yet to be tested based on reliability and margin of error. To call the study reliable, a minimum confidence level of 95% must be achieved. A margin of error of 5% can be taken into account here. This means that a certain percentage can turn out 5% higher or lower. These margins are scientifically accepted and serve as a guide for the sample size of this study.

$$n \geq \frac{N \cdot z^2 \cdot p(1 - p)}{z^2 \cdot p(1 - p) + (N - 1) \cdot F^2}$$

Figure 12: The formula for the minimum number of respondents

n = the number of respondents required.

z = the standard deviation at a given confidence percentage. (= 1.96)

N = the size of the population. (= 23.381)

p = the probability that someone will give a certain answer (= 50%).

F = the margin of error (= 5%)

The figure above yields an n-value of 378 respondents. This means that a minimum of 378 respondents are required to guarantee a confidence level of 95% and where the margin of error is a maximum of 5%.
With a minimum number of respondents of 378, it must be assumed that this is approximately 20% of the number of residential addresses that respond. According to these data, at least 1890 residential addresses (20% of 1890 = 378) will have to be visited to reach this number. From the random sample described above, 2162 residential addresses were drawn to visit. More than enough to reach the minimum threshold of 378 respondents.

Both neighbourhoods in Leiden do not only consist of individuals of Dutch descent (CBS, 2019). There is a chance that some residents do not speak the Dutch language, so the survey cannot be completed in Dutch. For that reason, both the written and the online survey is also elaborated in English. During the door-to-door survey, the correct language is provided unless this can be done in writing. If a letter with the link is handed over, there will be an instruction in Dutch and English, which will lead to the correct survey in the correct language.

There is a possibility that individuals do not speak English and Dutch so that the survey cannot be completed in both cases. This group is considered non-response because the researcher also does not speak both languages. Using a translator is possible to translate the survey, but this generally results in a lot of language and spelling errors, which can give an unprofessional impression of the survey. For this reason, only an English version and a Dutch version of the survey have been chosen.

4.4.3. Operationalization of the concepts from the survey

The literature has shown that the quality-of-life factors that influence overtourism can be determined based on three facets, namely 1) the human elements, 2) environmental elements and 3) human environmental fit. These facets are represented in the survey by five elements. These elements each individually or overlapping suit the three facets of liveability.

The structure of the survey has been divided in such a way that a start is made on mapping the current situation, so there is talk of overtourism and how can this possibly be counteracted. Subsequently, the five created elements of quality of life based on the three facets will be discussed. The survey will be concluded with personal questions, to be able to draw conclusions about the degree of overtourism experienced in combination with personal characteristics (see Appendix V for the complete survey).

General questions about tourism

The survey will start with several statements and questions about tourism in Leiden. These statements and questions reflect the residents' overall perception of the topic of tourism. These statements and questions arise from the literature study in which the concept of overtourism is defined (Van Kamp, Leidelmeijer, Marsman & De Hollander, 2003). It has been decided to ask several concrete statements that are directly related to the subject of (over) tourism. These statements are based on a survey by the Amsterdam Metropolitan Audit Office (2016) and on reports from the media in which it is stated that there should be a limit on the number of tourists

(Parool, 2020). The statements and questions, however, have been formulated differently and have been adapted to the city of Leiden. The statements are also asked based on a Likert scale. The following statements were asked:

1. Too many people visit the centre of Leiden.
2. My quality of life is deteriorating due to the presence of tourists.
3. Tourists have a positive influence on the city of Leiden.
4. There must be a limit on the number of tourists that Leiden city centre can receive.
5. There is overtourism in Leiden city centre.

After these statements have been asked, a general liveability grade is asked. Quality-of-life rating is requested both in the presence of tourists and in the absence of tourists. These two questions aim to make a comparison between two different periods of busyness. This makes it clear which situation is better for the residents of Leiden.

Subsequently, it will be asked whether residents thought the city of Leiden had deteriorated or improved in the presence of tourists in recent years. The question is how many tourists are desirable in the city. If there are fewer than before the Covid-19 crisis, the situation just before the Covid-19 crisis was just right or more people are allowed to come to Leiden than just before the Covid-19 crisis.

Safety

The second topic in the survey will be the safety element of the quality of life. The safety component belongs to Person environment fit, which has been discussed in the literature study. This category aims to explain the relationship between the sense of security of residents and the presence of tourists. Statements about noise nuisance are included in this category because a study by Van Aalst (2014) shows that a lot of noise and drug nuisance are seen as elements that jeopardize safety. The statements posed in this category come from a study by Muler, Gali and Coromina (2017) into residents' perceptions of tourism. It looked at the attitude of residents of the city of Besalú in Spain towards the visitors. The statements that are asked about the safety perception of residents are:

1. Due to tourism, there is more crime in the city.
2. I often experience noise nuisance due to the presence of tourists, which makes life in the city less pleasant.
3. I often experience a different form of nuisance due to the presence of tourists.

To explain the safety element more clearly, it was decided to add an extra statement to clarify the feeling of safety. A question from the audit of the Amsterdam Metropolitan Audit Office (2016) was used for this. The statement is as follows:

4. Tourism has a negative impact on my safety in the city

The category is concluded with a rating for the perceived safety in the city centre of Leiden. The purpose of this figure is to be able to explain which element of safety is most decisive for the resident's perception of safety. This can influence the advice to be written about tourism.

Well-being and social cohesion

The third category that emerged during the survey is a combination of well-being and social cohesion. According to Kuscer and Milhalic (2019). These two elements fits well together because both subjects are directly linked. For example: well-being in an environment has a positive effect on the social interaction that takes place at a particular location. Well-being and social cohesion can be found in the subdivision of quality-of-life characteristics under the terms human and environment. These components, therefore, cover two parts of the quality-of-life characteristics. The statements that are asked derived from the research by Kuscer and Milhalic (2019) into the attitude of residents towards overtourism in Ljubljana. The statements posed herein are as follows:

1. I feel trapped in my environment by the presence of tourists.
2. The community benefits from the presence of tourists.
3. Due to the presence of tourists, I would like to move to another city.

The statements are supplemented with questions from the aforementioned research by Muler, Gali and Coromina (2017). The aim of supplementing the statements is to gain a more versatile picture of residents' perception of well-being and social cohesion. An additional advantage is that it can be better explained which factors of well-being and social cohesion have the most influence on the experience of overtourism. The statements below come from the research by Muler, Gali and Coromina (2017):

4. Tourism brings more money to Leiden than any other industry
5. Tourism brings money and jobs, and that is more important than any inconvenience it might bring
6. Tourists get in the way of residents.

This category is also concluded with a general grade for well-being and social cohesion. The grade gives an overall assessment of this category and can be explained in combination with questions asked.

Environment

The environment is an aspect that belongs to the environmental aspect of the quality of life. The environment comprises several facets, namely a) nature, b) public space, c) shopping facilities. These facets are tested with five statements from three different studies. The first two statements come from the aforementioned research by Muler, Gali and Coromina (2017) and relate to the shopping facilities and public space.

1. Shops in the city are for tourists.
2. Tourists litter the city of Leiden.

The next two statements come from research by Merrilees et al. (2009) and relate to the green space in the city and its maintenance.

3. There is sufficient green space in the area.
4. The landscaping is well maintained.

The last statement in the environment section relates to life in a tourist centre and the degree of satisfaction with it. This question comes from the research of Kuscer and Mihalic (2019).

5. Living in a tourist place is not nice.

To explain the above statements, a grade for the environment is asked at the end of this section. As with the previous categories, this grade is used to conclude which item of the environment has the most influence on the overall grade for the environment.

Culture & Heritage

The penultimate part of overtourism that is tested in the survey is a combination of culture and heritage. These components belong to by the environmental elements of quality of life and by the Person Environmental fit. These parts are tested using four statements. The first three statements come from previous research by Muler, Gali and Coromina (2017). The statements are specified for the city of Leiden and are as follows:

1. Cultural heritage is better maintained through tourism.
2. The fact that tourists of different nationalities come to Leiden makes the city more interesting and attractive.
3. Leiden has more leisure activities due to tourism.

To better explain the relationship between tourism and the quality of cultural heritage, the statement from the study by Jeon, Kang and Desmariais (2016) is added to the questionnaire on culture and heritage. The study by Jeon, Kang and Desmariais (2016) aims to map the quality of life at seasonal tourist sites in this case Salem, Massachusetts. This tourist location is four times busier than usual in October because this month is all about the Haunted Happenings. Based on this study, the following statement has been applied to the city of Leiden.

4. Tourism influences the quality of cultural heritage.

A final mark is also required for this category. This also explains the relationship between the statements and the final mark.

Government

The last part of the quality of life that is tested is the government services. The government services related to the municipality and all its services that it facilitates for the city. Think of the promotion of the city, the flow of traffic and the influence on tourism policy. Asking about the government services arises from the literature study in which it is stated that government services influence the quality of life in the city. The theme of public services can be found in the categorization of the quality of life among the environmental factors of the quality of life. The first two statements come from the aforementioned study by Kuscer and Mihalic (2019) and deal with how the municipality takes residents into account.

1. The government takes the residents into account when promoting the city of Leiden.
2. Residents have an influence on tourism policy in the city of Leiden.

The following statements about government services are about traffic, public transport and trust in the local government. These statements have also been asked in the study by Merilees et al. (2009). The statements related to this are as follows:

3. Tourism is endangering the flow of traffic.
4. Public transport is too busy due to the number of tourists.
5. I have confidence in the decisions of the local government.

It is concluded with a final mark. This tests the relationship between the statements and the overall grade. The grade is also used to determine the extent to which government services influence the overall quality of life grade.

Personal influences on the quality of life

The survey is concluded with a question about the liveability items that are most important to residents and a few personal questions. First, a Top 3 is chosen from the following items: a) safety, b) image, c) culture, d) nature, e) shopping facilities, f) transport options, g) government services, h) environment, i) social interaction with residents and j) the business position of the city of Leiden. These items come from the research of Merilees et al. (2009) on the City Brand Model. According to Merilees et al. (2009), these items are the most important in determining your City Brand Model. These items must provide a ranking that can be used to determine where the residents' priorities lie concerning city branding.

To determine which items are important for the city, it is important to know the personal characteristics of the respondent. This allows conclusions to be drawn about the degree of overtourism experienced in combination with age, gender, education, income, et cetera. The personal characteristics can also be compared with the various liveability items that have been tested. Ultimately, conclusions can be drawn with these data.

4.5. Drawing conclusions

The results from the interviews and the survey are first treated separately. This creates an index of priorities per category. In short, which quality of life characteristics are important for residents and which characteristics are important for visitors. These results are then presented side by side in a separate section to see where the similarities are and where the two target groups differ. This information will then be taken to Leiden Marketing to see to what extent Leiden Marketing can steer the tourism policy and advice will be given to the municipality to prevent or guide any overtourism.

Chapter 5 – Results

In this chapter, the results of the research are presented. The results are obtained from a combination of surveys and interviews. First, the results regarding the visitors will be discussed (5.1.). Based on quotations, a general picture is sketched of the visitors who come to Leiden and their corresponding preferences regarding their visit. In addition, the factors that according to visitors cause overtourism are examined to be able to map out where the pain points lie. Subsequently, the satisfaction of the residents in the historic city centre of Leiden will be discussed (5.2.). A list will be published with preferences and annoyances that residents have about tourism. Ultimately, the results of the interviews with visitors and the surveys with residents are compared (5.3.). This, to determine the corresponding positive factors for the overall quality of life in the city, as well as the differences between the two target groups. It will be concluded with a section on Leiden Marketing, the organization that is engaged in creating a specific image for the city of Leiden to attract more visitors to Leiden (5.4.). It will be examined whether the preferences of residents and visitors correspond with the image that Leiden Marketing paints of Leiden.

5.1. Satisfaction of visitors with tourism in Leiden

This paragraph looks at the results of the survey from the interviews held with the seven hotel owners / front office employees. The purpose of this paragraph is to map out the visitors' perception of their visit to Leiden. First, we will look at the type of visitor who comes to visit Leiden (5.1.1.). The positive aspects of their visit will then be discussed (5.1.2.). After that, the negative aspects are discussed (5.1.3.) and then concluded with the indicators that, according to visitors to the city centre of Leiden, cause overtourism (5.1.4.).

5.1.1. Type of visitors

The profile and background of a visitor influence the extent to which overtourism is experienced. Research by Reisinger (2009) shows that when a certain type of tourist increases in a certain area, the resident's irritation increases. To determine which group this concerns, first look at the profile of the visitor. The profile of the visitor includes nationality, as well as the purpose of the visit and the duration of the visit.

The visitors who come to Leiden can be divided into two different groups; 1) the visitor who stays in Leiden for a longer period, to be called 'the long-stayer', and 2) the guest who comes to visit Leiden for a day, 'the short-stayer'. According to one respondent, dividing guests into these two groups is important because the type of visitor differs greatly. It is stated that visitors who stay longer in the city are on average over 40 to 50 years old. In addition, Respondent 5 indicated that the city of Leiden focuses on a target group that is over 50 years old and is interested in the versatile culture of the city. This view is confirmed by Respondent 6, Respondent 2 and Respondent 1. The proportion of younger people (read 18 - 35 years) is less common in Leiden. According to Respondent 4, this is mainly due to the limited number of nightlife options in the city. The city presents itself mainly as a city of knowledge and culture and is, therefore, less focused on the younger generation. Respondent 5 adds that this profiling does not always match the preferences of the younger target group. Respondent 1 also indicates that this target group is looking for a room that matches their budget, a budget that is on average lower than the budget of the rooms in Leiden. It is also indicated that the facilitation of budget rooms is stopped, precisely to avoid this target group: "*Youth hostels or hostels or whatever you want to call them. There are none, but there have been initiatives to do so. But that is actually opposed by residents in particular. And yes, that is perhaps not entirely wrong, because if you have 80 of them together and they don't have a garden in which to sit, they will of course hang in front of the door."* (Full transcripts are included in Appendix IV). However, it is not the case that there is no youth at all in the city. Young couples are indeed staying in Leiden, but this group is relatively smaller than the group that is 40+. In addition, Leiden is one of the largest university cities in the Netherlands and therefore has relatively more youth living in the city centre than any other random city in the Netherlands. Youth is therefore present and the visitors/friends they receive also fall within the target group 18 - 35 years. However, this visit is not registered because they do not stay in the hotels.

Talking about the visitors who come to Leiden for a day, it can be concluded that they reasonably correspond to the guests who stay longer, although there is a difference in the purpose with which visitors come to Leiden. Day trippers (short stay) mainly come to Leiden to enjoy the versatile culture and heritage, while guests who stay longer can also have a business purpose. About 50% of all overnight stays (pre-Covid-19 time) are occupied by business guests. These guests enjoy the facilities and activities in the city less than visitors who are only in Leiden for leisure purposes.

The visitors who come to Leiden for leisure purposes and stay overnight mainly come to visit the city to enjoy the culture and heritage. This visitor is also referred to as a 'quality tourist' by Respondent 1. This is a visitor who is often more highly educated and has a strong interest in art and culture. Leiden can fully meet this expectation with 13 national museums and 28 kilometres of canals and canals. This combination ensures that Leiden is particularly popular with a specified target group interested in museums and buildings. All respondents indicated that both factors are the main reason why visitors come to Leiden. In third place comes the factor 'nature'. With the newly constructed 'Singelpark' and the many parks in the city centre, this is a good base for visitors. Looking specifically at the activities, it can be concluded that visitors mainly go to museums, take boot trips on the canals, enjoy various catering establishments and take walks through the city. For the latter factor, the courtyards route is particularly popular, a route in which 12 courtyards in the city centre are visited.

In addition to the leisure visitor, there is also the business visitor. According to Respondent 4, this visitor has little or no interaction with the city of Leiden: *"You also have people who stay here for one or two nights, have appointments and continue again. Or someone who, for example, attends a conference and then makes some appointments, these are also people who are going on a cruise. That they go to Boerhaave museum, European museum of the year."* Besides these short-term activities, the business guest also makes use of the catering industry, but they generally have a shorter presence in the city.

Both business and leisure visitors mainly come from Belgium, Germany, France, England and America. It should be noted here that the business visitor is more diverse and comes from other parts of the world such as Asia and Australia.

Leisure visitors from Belgium, Germany and France often combine their visit with the coast, while Americans and English mainly determine their visit to Leiden based on history. Around 1600 Leiden was home to various English separatists (The Pilgrims) who could live, work and practice their faith in Leiden in complete freedom. As a result, many descendants come to visit the city of Leiden to return to their roots.

The visitors from America and England are visitors who come to the city by organized tours. Organized tours do not generally occur in Leiden and are therefore more an exception to the rule than that this is done structurally. In general, the tour groups that visit Leiden are mainly self-organized visits consisting of couples or small groups.

5.1.2. Positive aspects of tourism in Leiden

The fact that Leiden does not receive many large groups of tourists is seen by visitors as a great advantage. This has to do with the fact that a) Leiden does not have many hotel places available and b) Leiden can be visited in a reasonably short time. As a result, visitors do not stay in the centre for a long time, so the crowds remain relatively limited. A visit to Leiden is often combined with a visit to the region, such as the flower bulb region and the beach, according to Respondent 1. The small-scale nature of Leiden also means that visitors generally feel safer than in a large city like Amsterdam, says Respondent 6. This is mainly explained by the fact that the centre remains clear and easy to handle if something should go wrong.

The small character that Leiden radiates is, according to Respondent 7, one of the main reasons why visitors find their way to Leiden. Because of the small scale, the pressure on public transport is also less pronounced because the distances in the centre are easy to walk (see Figure 12). For visitors arriving by car, Leiden has two large parking garages and one large parking lot on the Haagweg. The latter even offers the option of a free shuttle bus to the city for free, something that is much appreciated by visitors. In addition, visitors find the parking rates favourable compared to a city like Amsterdam.

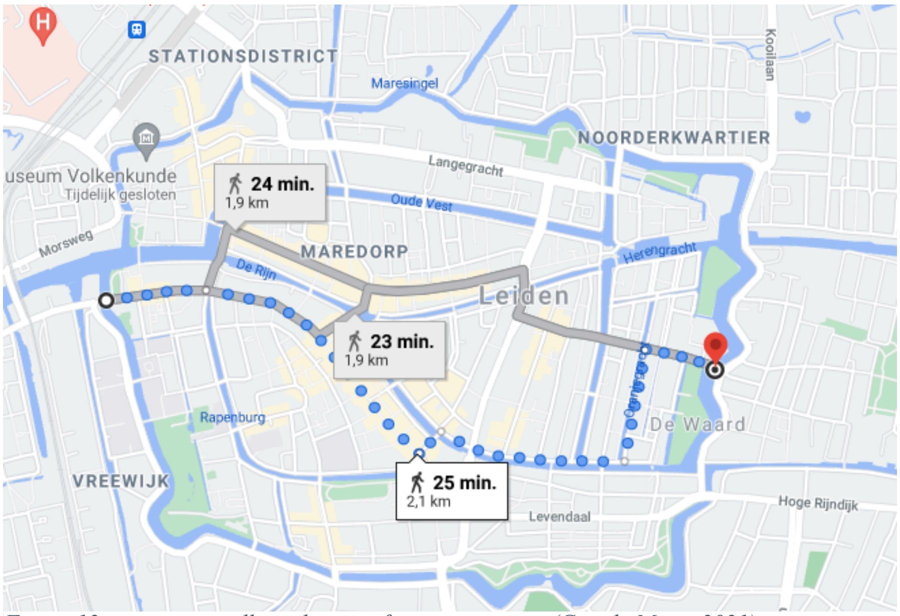

Figure 12: maximum walking distance from west to east (Google Maps, 2021)

An additional positive aspect, according to visitors, is that Leiden mainly focuses on small shops and boutiques. These smaller shops attract a specific type of tourist and thus rule out the real shopping tourism of the larger chains. For example, Respondent 3 states: *"I think that our visitors also think that shops such as ZARA and Perry Sport, yes how do you say that; Been There, Done That. And that they do not want that."* It is added that visitors are more likely to go for a combination of museums, canal cruise, food and drink than to come for shopping.

The highest priority of visitors and also the biggest positive aspect of the visit is the versatile culture and heritage. All respondents indicated that visitors mainly come to the city of Leiden to enjoy the 13 national museums and the cultural heritage that Leiden has to offer. Respondent 7 says about this: *"The people who come now call it an open-air museum."* Visitors particularly notice the surprise effect of the city with its 35 courtyards. In addition, the city of Leiden has the oldest botanical garden in the Netherlands, the Hortus Botanicus Leiden.

The Hortus Botanicus, like much of the heritage in Leiden, is owned by Leiden University. The university in Leiden is the oldest in the Netherlands and therefore ensures that the city is a real student city. According to visitors, Leiden is more attractive because this and creates a certain conviviality. *"One in five walking around here is a student ... they're just reasonable people you can just talk to. When you walk around in The Hague, for example, it is all much grimmer.",* says Respondent 1. Being a student city, therefore, means that people feel more comfortable in the environment in which they reside.

Leiden also has a good business position because of the university and the BioScience Park. From an international point of view, many scientists come to Leiden for the university and the European Space Research and Technology Centre (ESTEC). In addition, there are many medical and internationally oriented companies at the BioScience Park, such as Janssen Biologics BV.

All in all, it can be said that visitors to Leiden are mainly interested in the culture and heritage of Leiden, such as the various museums and the courtyards. Besides, Leiden's business position is important due to the international character of the university and the established companies. According to visitors, the city is still quiet that it is pleasant to come and visit.

5.1.3. Negative aspects of tourism in Leiden

The pleasant visit experienced by visitors does have some caveats. Some comments were made in particular about the environment and the public space. First, it is noted that the city centre of Leiden is not always clean, for example, parts near the Morsstraat and some narrow alleys where garbage accumulates. Also, some parks, such as the Van der Werfpark, are not always neat because of their use. According to Respondent 7, this can be better maintained. It is also indicated that visitors find the heritage beautiful, but that some buildings are very neglected. These are buildings that function as student accommodation and where hardly any maintenance is carried out.

In addition, there are no public toilets in the public space. This was already a concern before the Covid-19 crisis, but now that the restaurants are closed, visitors have difficulty finding a public toilet. The platform ‘Gehandicapten Leiden’ (disabled Leiden) has also written a letter to the Municipal Executive about this.

Linking up to the target group 'disabled', hotel owners say that this group has difficulty in finding a suitable place to stay overnight because almost all buildings in the historic centre are national and/or municipal monument. As a result, no lifts can be made in these buildings and disabled people cannot reach the hotel rooms. This is continued by stating that the sidewalks do not meet the requirements either. These are often small or non-existent, so walkers, cyclists and motorists meet each other on the street, which can lead to dangerous situations (see Figure 13).

Figure 13: Narrow sidewalks with often many bicycles

In any case, it has been established that the number of cyclists, and in particular the behaviour of cyclists, is an irritation for visitors. Cyclists turn up everywhere and sometimes they are not expected in places where they do cycle.

Besides any environmental factors, visitors have negative comments on the offer of some general facilities, such as the offer of entertainment venues. Leiden has a few discotheques and clubs where you can still dance and party after a drink. Leiden is therefore not the best option when it comes to nightlife. Some visitors also regard the range of shops as a downside in the city. The big chains cannot be found there and therefore some visitors may be disappointed with the visit. In addition, visitors believe that Leiden should offer more budget rooms. There are hardly any cheap accommodation options and therefore the city excludes a certain number of tourists.

The last aspect that visitors are less satisfied with has to do with the transport category. First, day-trippers find - unlike long-stay visitors - that parking is fairly expensive. Even though the average price of a day ticket is many times lower than, for example, in Amsterdam, visitors state the following: *'What we also hear a lot, the Dutch nagging, that visitors find parking far too expensive (...) people think, for example, 14 euros for a day is too much.'* According to Respondent 5, it must be said that satisfied visitors do not come back to comment about their experience. It happens sporadically that people have complaints about the city.

The only thing that the international visitors find consistently annoying is that public transport uses the OV chip card and it is not possible to pay cash in buses. However, it should be noted that this is a national issue and cannot be resolved through local government intervention.

5.1.4. Indicators of overtourism in Leiden according to visitors

Indicators that mainly determine the degree of overtourism for visitors are the presence of the number of tourists and the extent to which original residents still live in the city centre. Respondent 7 says: *"When we spoke to someone who said, no residents live in this street anymore. Then I think it's annoying. if you live on a street where you no longer have any real residents."* The absence of residents is closely related to what has been said by all respondents about the presence of Airbnb's. According to the respondents, the growth of Airbnb is partly responsible for the overtourism that is experienced. Respondent 6 calls this 'unregulated tourism', tourism that cannot be registered and regulated due to the presence of Airbnb. It must be said that these opinions come from hotel owners and can therefore be biased and distorted. The visitor has little to do with this and only observes what can be seen on the street. Visitors are not bothered by the crowds in this regard. According to the visitor, Leiden is a pleasant city that you can visit in peace. According to them, there is no question of overtourism. It was said, however, that Leiden should try to stick to its own identity, i.e., remain small-scale, focus on the knowledge and culture of the city and should not be influenced by a large city like Amsterdam.

While Amsterdam needs several centres, this is certainly not the case for the city of Leiden, according to Respondent 2. According to Respondent 5, this is because Leiden mainly focuses on an older target group (read 50 and older). A target group of which people generally experience less inconvenience. Visitors only experience the crowds on the water. On a summer day, visitors flock to Leiden with their boat to enjoy the Leiden canals and moats. In combination with the tour boats, the boat rental and the local population, it becomes too busy at such a time and people prefer to leave the city. Respondent 1 says: *"On the water, you see that in extremes because space there is very limited if that is going to happen on the street, I don't think that would be good."*

All in all, visitors are very pleased with the city of Leiden and, according to them, overtourism is not an issue yet. If this target group can enjoy the culture, the heritage and the environment in peace, they are satisfied. The business position of the city also plays a major role in this because about 50% of the hotel visitor has a business purpose. In addition, it is said that if there are no longer people from the region living in the city centre, visitors will be annoyed. An exodus of residents could therefore mean that overtourism is developing.

5.1.5. Reflection

At the time of the reference moment, just before the Covid-19 crisis, there was, according to the visitor, not a case of overtourism. Leiden is quiet and excels in its small-scale. It is seen as an advantage that Leiden is very attractive to visitors who are on average older than 50 and therefore cause less nuisance. This target group visits a museum, takes a cruise, eats at a restaurant and then returns to the hotel. Hanging and screaming visitors are therefore almost non-existent.

Looking at the type of visitor, it appears that few large-organized groups come to Leiden. As a result, the massiveness of the visit is limited, and it also looks calmer. According to Cohen's (1982) categorization, the Leiden visitor can be classified as the individual mass tourist, a visitor who is influenced by information from organizations but who still has a certain degree of control over the journey. This is expressed in looking up information about the city and then visiting tourist attractions on personal initiative.

This individual visitor especially values culture, heritage and business position. These aspects are therefore the most important requirements when looking at the City Brand Model.

5.2. Satisfaction of residents with tourism in Leiden

This paragraph discusses the results of the neighbourhood survey. In the survey, that was provided to more than 2000 residents of the city centre of Leiden, questions were asked about the relationship between tourism and their perceived safety (5.2.1.), their well-being and social cohesion (5.2.2.), the environment (5.2.3.), the culture and heritage (5.2.4.), and the government (5.2.5.). Questions were also asked about welfare during the Covid-19 crisis and a comparison is made with the situation just before the presence of Covid-19.

Before the results are analysed and interpreted, a representativeness analysis was conducted for the personal characteristics. This analysis has shown that the personal characteristics of home, education and age must be weighed. The explicit explanation of this can be found in Appendix VI. When interpreting the quality-of-life elements, this weighting must be considered.

5.2.1. Safety

The residents' sense of safety is measured based on four statements and a general final grade for safety. Before the final mark can be explained, it is important to identify the differences in personal characteristics. If, for example, the classification by age is considered, it can be said that the 65+ feel the least safe when it comes to their perceived safety in combination with the number of tourists. The 65+ gives the general safety on average a 7.4, while the age group 27-39 years gives a 7.8 on average. However, it should be noted that these differences are not statistically significant (p. 0.204) and are therefore a coincidence.

Men and women rate safety roughly equally, on average at 7.63 and 7.57 respectively. The difference is minimal and not statistically significant (p. 0.713). The distribution by the level of education, on the other hand, is statistically significant (p. 014) and explains that the more educated people are, the safer they feel in the city of Leiden. The type of home and how long respondents have been living in Leiden do not seem to influence the degree of perceived safety. These rates are all-around 7.5 on average. It should be noted here that the rates for how long respondents have been living in Leiden differ statistical significantly (p. 0.424), while the rates for the type of home do not (p. <0.001). In general, all respondents give on average a 7.6 for safety.

24.5% of the grade for safety in the presence of tourists can be explained by the four statements that were asked about this. The analysis shows that noise nuisance has the greatest influence on the perceived safety. This means that the more people agree with the statement, the more the average grade decreases on average by 0.245. The same negative effect is seen for the category ‘other nuisance’ if people start to experience more other nuisance, the average grade will decrease on average by 0.178. The crime that rises due to tourism also harms the safety grade. The more people agree with the statement about crime, the lower the safety grade will be (-0.097 on average). It should be noted that this coefficient is not statistically significant (p. 0.067) and is, therefore, a coincidence. There is one factor that has a positive influence on the safety grade. If residents prefer the presence of tourists, this has a positive influence on the safety rating (+0.102). This relationship is also statistically significant (p. 0.035).

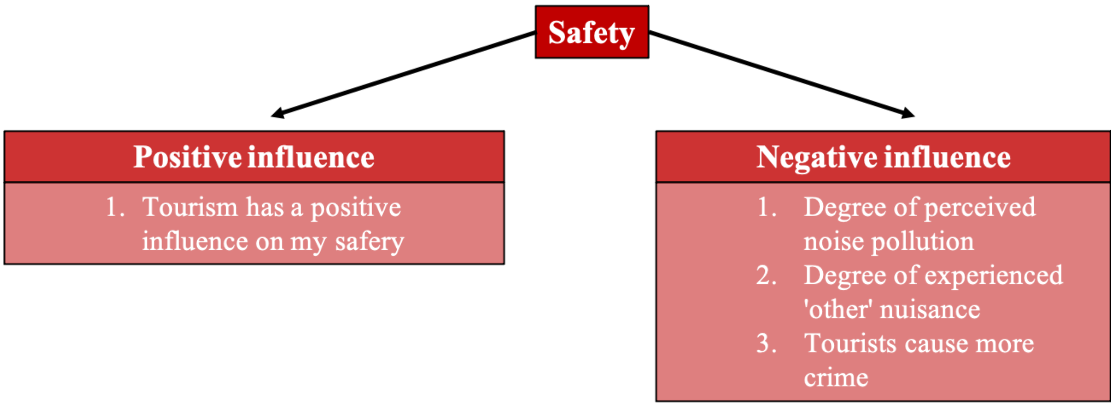

Figure 14: Ranking of the positive and negative aspects of safety

5.2.2. Well-being and social cohesion

The well-being and social cohesion in combination with the presence of tourists are rated by the residents with a 7.1 on average. However, this grade has some personal differences. For example, younger respondents are generally more satisfied with the social cohesion in combination with the presence of tourists than the elderly. You can also see these differences in the level of education. People with a lower level of education (average score of 6.75) are less satisfied with social cohesion than people with a higher education level (average score of 7.13). The same difference can also be observed in gender. Men are more satisfied with social cohesion than women. No difference can be observed in this respect for the variable 'type of home'. The above differences are all not statistically significant and are therefore a coincidence. Only one variable is statistically significantly different (p. 008) and that is the duration of living in the city of Leiden. Respondents who live longer in the city of Leiden experience more social cohesion.

The average grade of all respondents for this category can be explained by 31% by the six statements that were asked in the survey. Two items with a more positive attitude have a negative influence on the average grade. These are the extent to which residents feel that the employment and money that tourism brings is important and the extent to which residents feel the need to move away in the presence of tourists. The other four items have a positive influence on the grade for social cohesion. The presence of tourists and the extent to which residents benefit from this has the most influence on the average grade (+0.273). The degree to which residents feel free in their environment also has a strong positive influence on the average grade. If residents feel freer, the average grade will increase on average by 0.208. The other items have a moderate influence on social cohesion (see Appendix VIII-II).

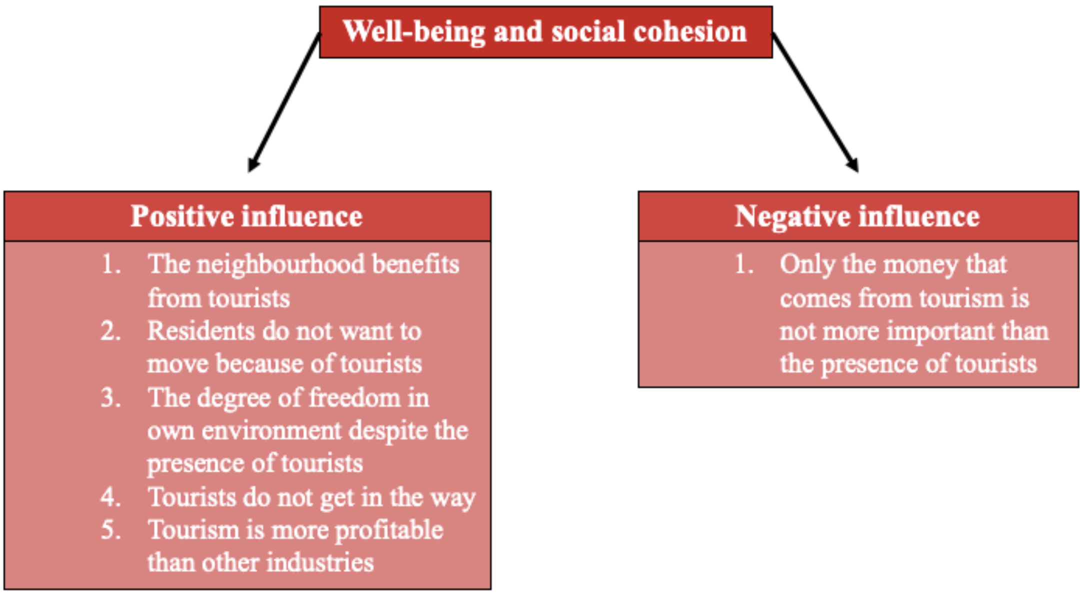

Figure 15: Ranking of the positive and negative aspects of well-being and social cohesion

5.2.3. Environment

The influence of tourism on the environment is rated by the residents on average by 7.15. The internal differences can be explained by the ANOVA-test based on the different personality traits (see Appendix VIII-III). The environment is generally less appreciated by elderly respondents. With an on average score of 6.93 for the 65+ category and an average score of 7.38 for the 18-26 age category, a clear difference is demonstrable. With a significance of 0.033, the difference is also statistically significant. Only the variable age is statistically significant for this category, the other variables are not statistically significant and are therefore a coincidence. These variables are gender, education, living and living length. Regarding gender, there are hardly any differences in the general grade concerning the environment. About education, the higher educated rate the environment better than the less educated. It can also be seen that tenants appreciate the environment better (on average: 7.21) than respondents with an owner-occupied home (on average: 7.09). No clear differences are demonstrable concerning living length. Respondents who have only recently lived in Leiden give roughly the same grade as respondents who have lived in Leiden for a longer period. Again, these averages are not statistically significant, so firm conclusions about these differences cannot be drawn.

When looking at the influence of the independent variables on the final mark for the environment, it can be concluded that the degree of maintenance of the landscaping has the greatest effect on the degree of satisfaction with the environment. In addition, the number of green spaces also has a positive effect on this satisfaction. The shops that are present in the city have hardly any influence on the satisfaction with the environment and is also the only ones that deviate from the significance of the coefficient (p. 0.767). The extent to which tourists pollute the city centre has a major negative effect on the environment (-0.176 on average), partly as the unpleasantness of life in the city when tourists are present (-0.156 on average). The multiple regression analysis performed on this indicates that more than 41.7% of the variance of the variable 'Grade for the environment' is explained by the five independent variables, and the F-test also shows that the model is statistically significant in its entirety.

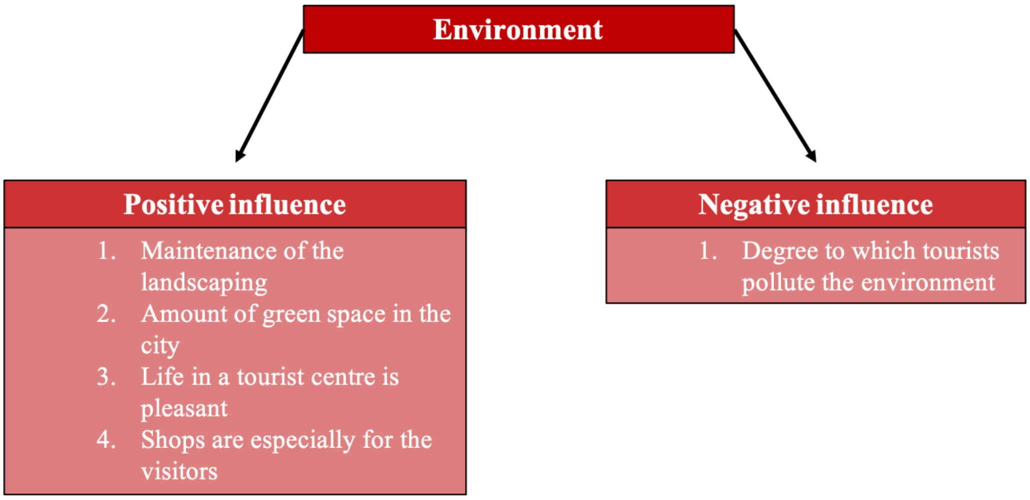

Figure 16: Ranking of the positive and negative aspects of environmental elements

5.2.4. Culture and Heritage

According to visitors, culture and heritage are the two most important criteria for a good visit. Residents also attach the greatest value to these two items, because culture and heritage are rated on average at 8.02 and thus has the highest average of all items tested. If we look at the average grade per age group, in case people get older, heritage and culture are valued less. With a significance of <0.001, these differences are statistically significant, and it can be stated with certainty that older people value heritage and culture less. As with the other categories, there is hardly any difference between gender and it can be said that women and men think the same about culture and heritage. However, a significance of 0.562 on this part means that the difference is a coincidence.

As the literature has shown, it is estimated that the higher educated will be more interested in heritage and culture. It is plausible that the higher educated will give a higher mark for this category. Although this has also been shown by the statistics (on average: 8.06 higher educated versus 7.42 lower educated), this conclusion is nevertheless invalidated by a significance level of 0.100. It must therefore be concluded that this does not necessarily apply to this study. In addition, people who live in Leiden's city centre for a shorter time (an average grade: 8.15) are more satisfied with the culture and heritage than people who live longer in Leiden (an average grade: 7.96).

To demonstrate the exact explanation of the general grade for culture and heritage, a multiple regression analysis was performed. The independent variables surveyed cover 19.4% of the explained variance and are therefore moderately opaque. However, the model is statistically significant (p. <0.001) and is therefore not based on coincidence. In the field of culture and heritage, it is mainly the international character of the city of Leiden that explains the grade, followed by the maintenance of the cultural heritage. Both items are statistically significant (p. <0.001 and p. 0.012, respectively) and, with a positive assessment, have a strong positive effect on the overall grade for the culture and heritage. The other two items are not statistically significant and also have a positive effect on the overall grade if these statements are answered positively. This concerns the extent to which tourism influences the quality of the cultural heritage (+0.077 on average) and the statement whether Leiden has more leisure activities due to tourism (+0.103 on average).

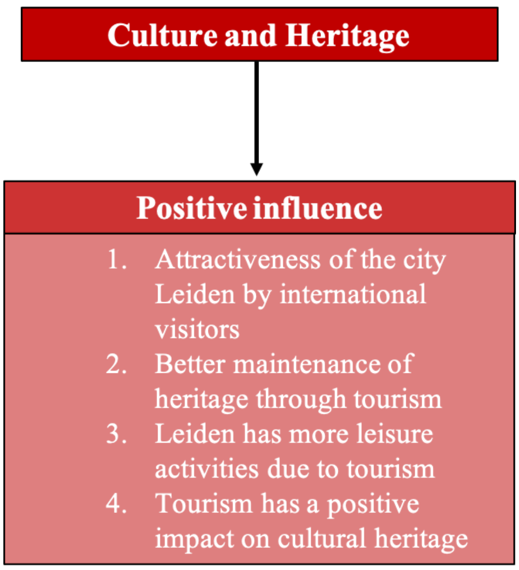

Figure 17: Ranking of the positive aspects of culture and heritage

5.2.5. Government

The last part that has been tested is the government services. This category examines the degree to which residents have confidence in the local government and the extent to which the municipality fulfils its tasks properly. The average grade given by the residents to the government services is on average a 6.32. This item is therefore also rated the lowest of all items examined. The grade decreases on average as respondents are older. The difference between the youngest and the oldest category is on average 0.7 point. However, with a significance of 0.201, this difference is not statistically significant and is, therefore, a coincidence. The only personal characteristic that is statistically significant for this category is gender. Men generally value the government less than women.

The other personal characteristics are not statistically significant and are therefore all based on coincidence. For example, for the level of education, it can be stated that respondents with an intermediate education, in particular, are not satisfied with the government services (average grade: 5.76), the higher and lower educated have about the same grade and are about 0.6 points higher on average.

Interestingly, respondents who have lived in Leiden for a shorter period are generally more satisfied with the government than respondents who have lived in Leiden for longer. Residents who have only lived recently in Leiden give an average grade of 6.44 for the governmental services and residents who have lived there for a longer period give on average a 6.08. Again, these differences are not statistically significant and are therefore a coincidence.

To explain which items have the most influence on the overall grade for the government services, a multiple regression analysis is performed. This analysis shows that 41.2% of the requested items are explained by the independent variables that are tested. In addition, the model has a significance of <0.001, which means that the model is statistically significant.

With a ‘Standardized Coefficient’ of 0.412, trust in the government is most important in determining the grade for the government. Subsequently, the influence that residents have on policy has the greatest effect on attitudes towards government services. A more positive attitude accounts for 0.327 points on average of the average mark for the government. The aforementioned factors, together with the statement about traffic flow, are statistically significant and thus show a clear causal relation with the dependent variable. The other two items are not statistically significant and concern the extent to which the municipal council takes its residents into account concerning tourism policy and the crowds in public transport. The congestion in public transport hardly affects attitudes towards government services (Standardized Coefficient: -0.003). The extent to which the municipality takes the residents into account when promoting the city has a positive influence on the average grade of 0.081. This means that when the opinion about the statement ‘the municipality takes the residents into account when promoting the city of Leiden’ rises one point, the general grade for government services increases on average by 0.081. This makes clear that there is a causal relation between both variables.

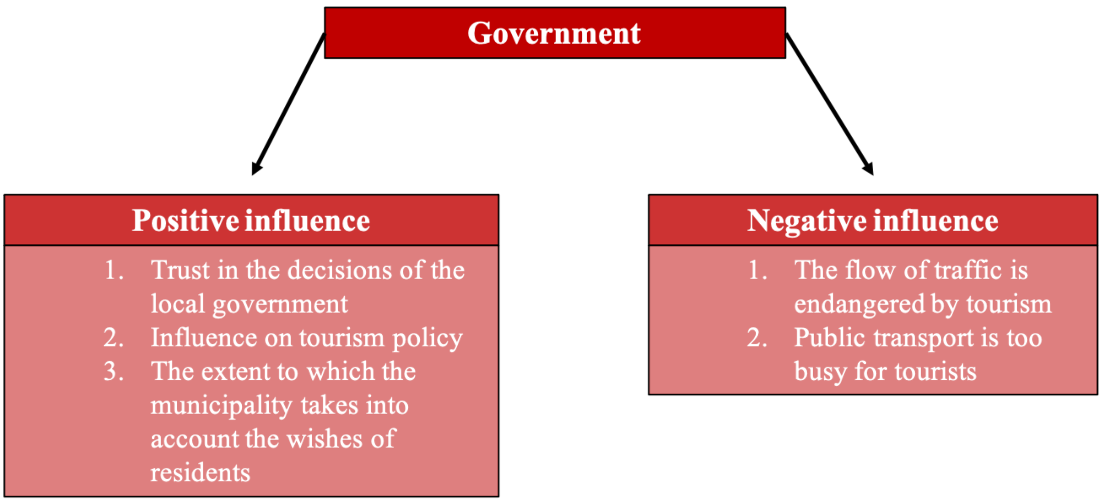

Figure 18: Ranking of the positive and negative aspects of governmental elements

5.2.6. Covid-19 for reference

With the presence of Covid-19, cities have changed overnight. From busy tourist areas into quiet places where almost only locals come. For the research into overtourism, this is a favourable situation to be able to map out how residents experience this. Is Leiden a better place to live during the time of Covid-19 or is the situation before the Covid-19 better for the quality of life?

In the present time, so in the absence of visitors, the overall quality of life in the city is rated on average by a 6.64. This mean is statistical significantly (p. 0.013) lower compared to the mean before the Covid-19 crisis, when the quality of life was rated with an average score of 7.21 (see Appendix IX). The difference is also in line with the residents' view of tourism in Leiden. Only 27.9% of the residents of the city centre think that Leiden is too crowded before the Covid-19 crisis. In addition, 22.1% of these residents believe that their quality of life is deteriorating. The reverse is visible: the majority of residents of Leiden's city centre believe that tourism has a positive influence on the city (57.6%). According to them, there is no question of overtourism and this is confirmed with the result that 64.7% of the respondents explicitly indicated this in the survey (See Figure 19). However, the survey asked how overtourism could be prevented in the future. A question was asked about the possibility of setting a limit to prevent the influx of visitors. The residents are divided about this: 42.1% disagree with this, 22.1% have no clear opinion and 35.8% think that a limit on the number of visitors can be a good addition.

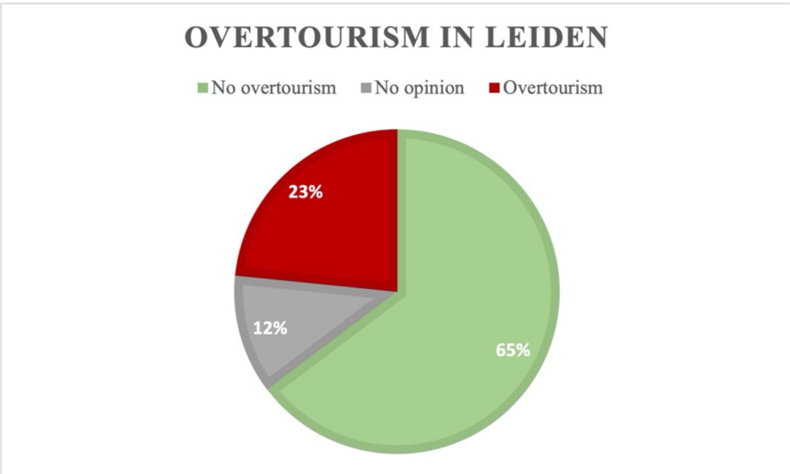

Figure 19: Degree of overtourism in Leiden

The residents are clearer about the extent to which the neighbourhood has changed in recent years. Due to the presence of tourists, the neighbourhood has not changed in recent years. In fact, 59.6% of the respondents think that the neighbourhood has remained the same due to the presence of tourists. And based on this, residents believe that the number of tourists that Leiden should receive should be even more. 41.1% of the respondents indicate that more visitors are welcome in the city centre. 36% think that the situation was just right before the Covid-19 crisis and 22.8% would rather see fewer visitors coming to Leiden.

5.2.7. Reflection

All in all, it can be said that residents of Leiden have a positive attitude towards visitors who want to visit the city. Residents feel that the situation was better before the Covid-19 crisis than during, indicating that visitors are more than welcome in the city centre. Looking at the Host Irritation model: 'Doxey's Irridex', it can be said that visitors are still welcome and that no saturation point has yet been reached. This means that Leiden is in the Apathy stage, which means that city marketing is very important and the tourism industry is growing in power. It should be noted, however, that in this model, Leiden is leaning more towards the saturation stage. This has to do with the fact that there are already audible noises that state that there is overtourism. In addition, it is also characteristic for the saturation stage that house prices are rising sharply, which is also the case in Leiden. Even though more than the majority say that there is no overtourism yet, almost a quarter (23.4%) says it is already noticeable. Caution seems to be warranted.

Looking at the specific characteristics of overtourism, heritage and culture are numerically the best-valued factors of liveability in Leiden. The item safety is in second place, followed by environmental factors, social cohesion and closed with the lowest rated item government services. The next section examines the extent to which these items affect the overall quality of life, to determine where the focus of urban policy should be.

5.3. Influence of tourism on the quality of life

In this paragraph, the research results of the visitor and resident data are presented side by side to be able to conclude where the pros and cons of the quality of life lie. First, the human elements of the quality of life will be examined (5.3.1.), then the environmental factors that influence the quality of life will be inspected (5.3.2.) and will be concluded with the person environmental fit (5.3.3.). Based on a multiple regression analysis of the quality of life and the tested elements of this quality of life (see Appendix VIII-VI), a Top 5 has been made from the factor with the most influence up to the factor with the least influence (see Figure 22). Based on this, it can be determined for the residents where the focus of the tourism policy should be (5.3.4.).

The most important liveability items for visitors are determined using a tally sheet. The 11 items resulting from the literature study are compared with the interviews. If an item appears in the text as an important item for the visitor, the corresponding item will be counted. This gives a ranking from most common item to least common item. Subsequently, the rankings of the resident and the visitor will be placed side by side.

5.3.1. Liveability regarding human elements

According to the literature, the liveability of the human element encompasses the aspects of social bonding and the business world. The residents consider the human element of the quality of life least important when looking at the influence of social cohesion on the overall quality of life. The multiple regression analysis (see Appendix VIII) shows that when a resident grades social cohesion one whole point better on a scale from one to ten, the grade for the total quality of life only increases on average by 0.136. This causal relation is statistically significant (p. 0.011) and thus indicates that this increase is not a coincidence. A final grade was not specifically requested for the item 'business position'. However, residents believe that the presence of many different nationalities has a positive influence on the attractiveness of the city. What may indicate a positive outlook on the business position. However, this has not been proven.

Visitors also find this element of the quality of life the least important. In the six interviews conducted, both items appear only three times. This concerns the interaction with residents and the business position. One of the respondents did indicate that 50% of the capacity is occupied by business visitors. In addition, Leiden will be the 'European City of Science' in 2022 and this item will therefore become increasingly important for the city of Leiden.

Looking at the future policy in this regard, it can be concluded that these two items have little or no influence on the experienced overtourism. Visitors and residents have the least interest in this and these factors hardly influence the overall quality of life. Despite this, Leiden is the European city of Science in 2022. It is interesting to keep an eye on the item 'business position' in particular. In 2019, Leiden was in 30th place for a city with the best business position. As a result, Leiden's business position is relatively low compared to the major cities of the Netherlands. With the title European City of Science, Leiden tries to strengthen this business position in the hope that more business visitors will visit Leiden (this is based on a situation in which the Covid-19 virus is under control). This will go hand in hand with fuller hotel occupancy and a busier city centre, which means that the item 'business position' can play a more important role in determining the quality of life for residents.

All in all, this is not yet the case at present. The policy does not need to be adjusted to this for the time being. The business position and social cohesion are not the priority of both the resident and the visitor. Overtourism does not appear to be an issue based on these two factors.

5.3.2. Liveability regarding environmental elements

The environmental factors seem to have more influence on the perceived quality of life in Leiden's city centre. According to the literature, this category consists of nature, shopping facilities, transport, government, the environment and heritage. Looking at the respondents about the visitors' opinion, visitors especially value the nature that can be found in Leiden, the general environment and the heritage. Visitors consider the environment and heritage to be the most important and after that comes the item 'nature'. These factors are mainly expressed in the visits to the various parks in Leiden, the walks through the historic centre of Leiden and the overall positive impression of the area.

The environmental factors of quality of life are also more important for residents than the human elements. This can be deduced from the multiple regression analysis that was performed (see Appendix VIII). In the model, which determines the variance of the variable 'quality of life rate' for 32.9%, it is stated that heritage is the second most important / most influential element for determining the quality-of-life rate (+0.186 on average). The environment plays a less important role in this with an average 'Standardized Coefficient' of 0.072. However, it should be noted that the causal relation between the quality-of-life grade and the grade for heritage is statistically significant, while the regressive coefficient between the quality-of-life grade and the grade for the environment is not. As a result, the regressive coefficient between the environment and the liveability rate is coincidental.

Unlike visitors, residents do value the influence of the government on tourism policy. Visitors hardly ever named this category, while residents appreciate this item the least. There is, therefore, room for improvement for this category. However, the multiple regression analysis shows that a higher government rating does not by definition lead to increased satisfaction of the perceived quality of life in the city centre (+0.151 on average). Investing in these variables does not immediately lead to major progress in the quality of life and is, therefore, in fourth place out of five in determining the most influential factor.

The shopping facilities and transport are considered less interesting by both residents and visitors and therefore have little influence on the perceived quality of life in Leiden. It has been said that the shopping facilities meet the visitor's wishes, but that shopping for the visitor is often not the explicit goal of a visit to Leiden. In addition, Leiden is easy to walk, making public transport less a factor that influences overtourism.

In conclusion for environmental factors of the quality of life, it can be stated that this factor has more influence on the perceived quality of life and overtourism in Leiden. Nature, environment and heritage are points of attention to include in decision-making regarding overtourism. Both residents and visitors attach great value to this, it must be said that heritage is the most important, followed by the environment, nature and the municipality.

5.3.3. Liveability regarding person environmental fit

The category that has the most influence on the perceived liveability – and can therefore also strongly influence the perceived overtourism – are the elements that belong to the person environmental fit of the liveability. These elements are safety, image and culture. For both the visitor and the resident, safety is one of the top three most important elements for the perceived quality of life. This is the most important item for residents, with an average 'Standardized Coefficient' of 0.242 (p. <0.001). This means that when the average safety grade increases or decreases by one point (out of ten), this makes a 0.242-point difference for the overall quality of life on average. This category therefore strongly determines the quality of life in the city. Current safety is rated by residents with a 7.6, which means that there is still some improvement to be made in terms of safety. The profit can have a direct influence on the overall quality of life. It is therefore important for Leiden to pay attention to safety to strengthen this item, which has a positive effect on the overall quality of life.

Safety is also essential for visitors. Analysis of the interviews with hotel owners shows that visitors come to visit Leiden partly because of the small scale of the city, which makes them feel more pleasant and safe. Leiden excels in this element. It is therefore important to continue to guarantee this high standard of safety.

In addition to safety, both residents and visitors consider the cultural aspect to be very important. For visitors, this is in Place 1 and for residents this category (in combination with heritage) is in Place 2. As far as culture is concerned, Leiden does not need to change much, visitors are satisfied with this and residents rate this category on average by 8.01. The influence that culture has on the overall quality of life is statistically significant. If culture is rated one point higher or lower on average (on a scale from one to ten), then the average quality of life rating will increase or decrease on average by 0.186 (p. <0.001). It is therefore important that the focus on culture is maintained to keep the quality of life rating good and to satisfy visitors.

The last item that belongs to the 'person environmental fit' category is the image of the city. For both residents and visitors, this factor has less influence on the quality of life and any overtourism, than, for example, culture and safety. It is stated, however, that the image of the city of Leiden is mainly determined by the tranquillity and the small-scale that Leiden radiates. This image is mainly due to the many museums, the history and because the focus from the city is mainly on the target group 40 - 50+.

5.3.4. Ranking of the liveability items

Based on the above data, a ranking can be made. This ranking can be confirmed by the results of the surveys with residents and the interviews with hotel owners. The survey asked for the Top 3 most important quality of life factors. Residents could choose between safety, image, culture (and heritage), nature, shopping facilities, transport options, government services, environment, social interaction and the business position. This top three is awarded three, two or one point(s). If a respondent has placed an item in Position 1 by a respondent, this item will receive three points because this item is the most important. An item in Position 2 gets two points and an item in Position 3 gets one point. This results in a certain ranking, which can be seen in Figure 20.

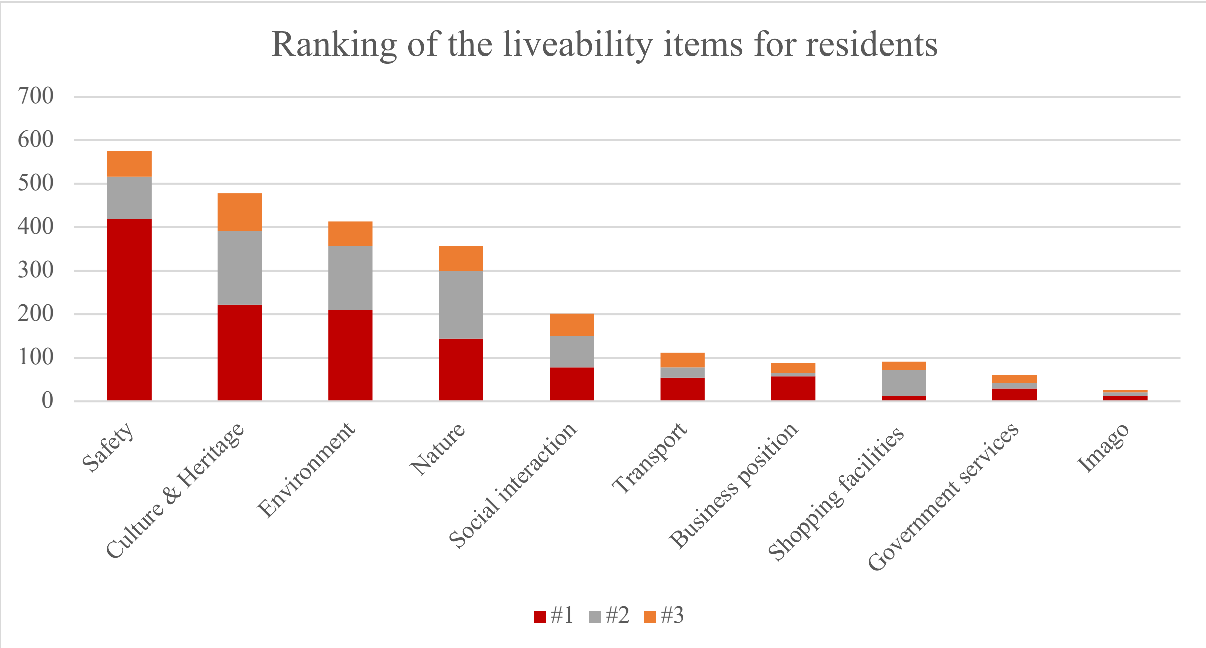

Figure 20: Ranking of the liveability items for residents

The figure shows that safety is the most important quality of life for residents, followed by culture and heritage. The top three ends with the environment.

The same Top 3 can be made for visitors. Figure 21 shows that culture and heritage is the most important item for visitors, followed by safety, nature and the environment. Unlike residents, the business position and the shopping facilities have more priority for visitors.

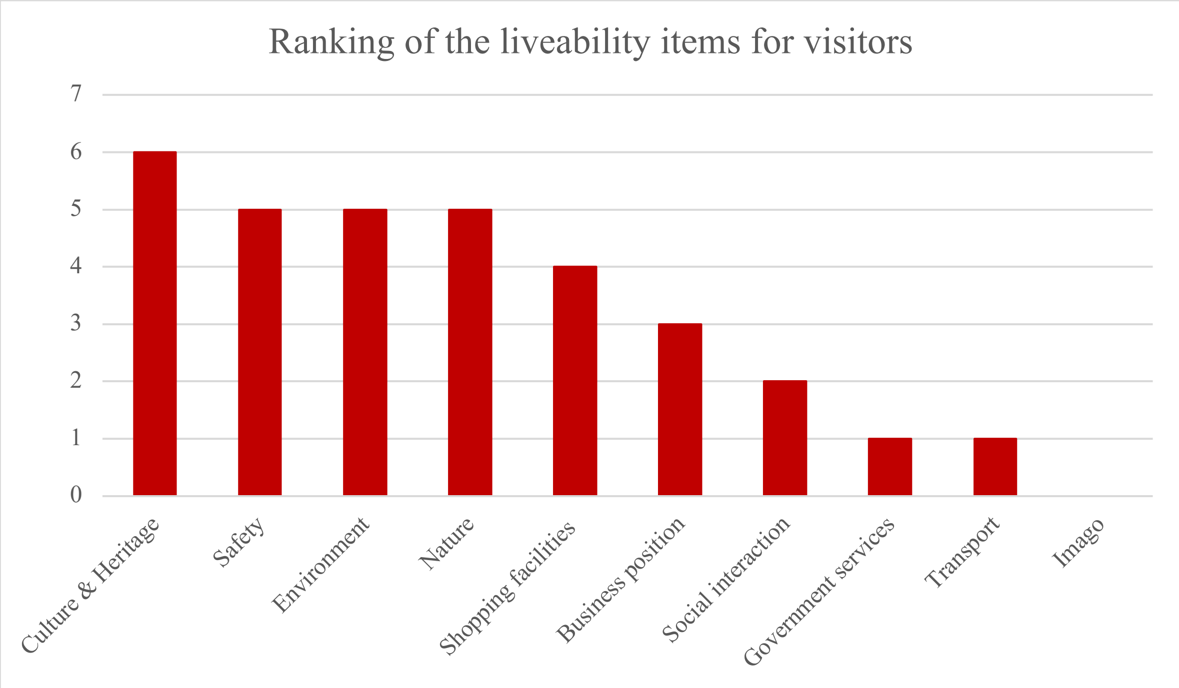

Figure 21: Ranking the liveability items for visitors based on the number of times these themes occur in the interviews

From a policy point of view, this is a favourable result because the focus for both the visitor and the residents are on the same items. These data show that if investments are made in safety, culture, nature and the environment, most people remain satisfied and the chance of overtourism can therefore be reduced.

5.3.5. Reflection

Comparing the results of the resident and visitor side by side has provided insight into the quality of life items that have the most influence on the overall quality of life. Safety, culture and heritage, nature and the environment are the most important pillars for residents and visitors. For visitors, the items shop facilities and business position are also important. The multiple regression analysis based on the variable 'quality of life rate' shows that an investment in safety, culture and heritage yields the most profit for the overall quality of life. However, the culture and heritage are already highly valued, that it is important to maintain this. In terms of safety, gains can be made by focusing primarily on reducing noise nuisance and other nuisance. In addition, the appreciation for the government services is just sufficient here, too, improvement is possible, which can lead to an improved quality of life.

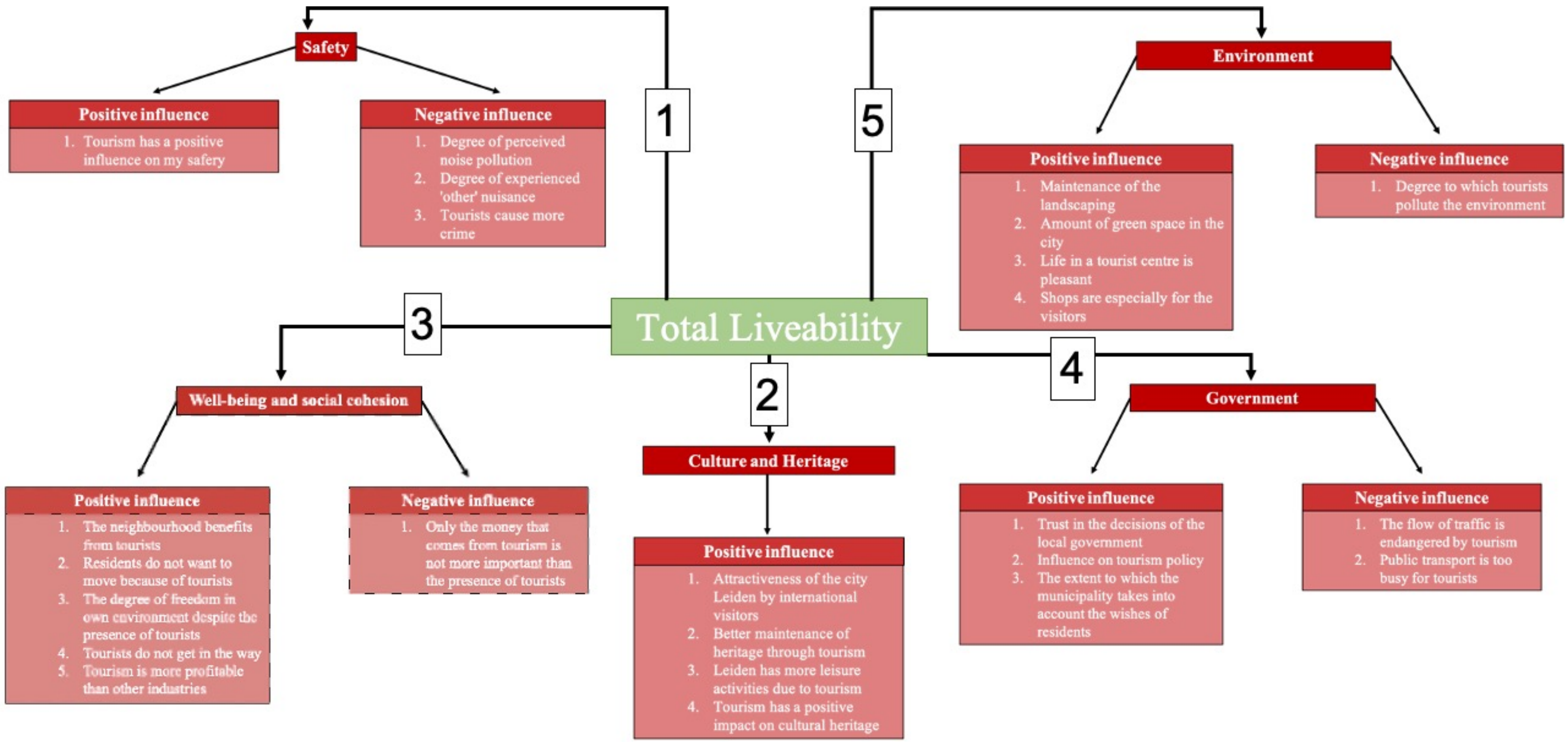

Figure 22: Degree of influence of the various tested quality of life items on the total quality of life

5.4. The role of Leiden Marketing

Based on the results obtained through the visitor and resident research, a conversation was started with Leiden Marketing to determine how overtourism can be avoided or guided in the future. First, the position of Leiden Marketing in the playing field of overtourism is determined (5.4.1.). Subsequently, the extent to which the residents influence urban policy will be examined (5.4.2.), to determine how overtourism can be avoided in the future (5.4.3.).

5.4.1. Positioning of Leiden Marketing

Leiden marketing is an independent foundation called ‘Stichting Stadspartners Leiden’ (Leiden City Partners Foundation). The organization consists of various parts, such as a campaign team aimed at branding the image of Leiden, the VVV, the expat centre and a convention bureau. All have the ultimate goal to increase prosperity and well-being in the city. As Respondent 8 says: *"Establishing your image as a city to create awareness is the starting point of city marketing".* Leiden Marketing tries to contribute to the (visitor) economy, for example, freeing up money to keep the city cleaner and safer. In addition, an improved economy also ensures that a park such as the Singelpark can be built and that museums remain open, which also benefits residents.

Leiden marketing is an autonomous organization that is financed both publicly and privately. On the one hand, this means that basic subsidies are offered from the municipality (is public) for, for example, a tourist office, assignment subsidies are offered for events such as ‘de Nacht van Ontdekkingen’ (the Night of Discoveries) and that there is project financing from various programs. On the other hand, Leiden Marketing also receives contributions from, for example, Rabobank, Arriva and the University of Leiden (is private) to finance campaigns and branding.

In addition to these two cash flows, there is also a separate arrangement that is facilitated by the municipality, the hotels of Leiden and Leiden Marketing. This form of financing should be seen as a private contribution through public channels. For clarification, the city council has decided to make the tourist tax available to the hotels, who then have to spend it on city marketing. The hotels of Leiden decided to make the entire amount available to Leiden Marketing. This means that the public money is made available to Leiden Marketing by private authority. This subsidy is approximately one third of the total funding and is accountable to the city's entrepreneurs. The entrepreneurs are not clients in this respect. Leiden Marketing is free to spend the money but to continue the good cooperation, an account is given for the choices made. In the spring of every year, there is an inventory round, a concept marketing plan is drawn up and the hotels will respond to this. In addition to consultations with the hotels, twice a year, strategic consultations are held with the hotels and the supervisory board, where the long-term vision is established. This serves as a guideline for the policy to be pursued, but in the precise elaboration of this, Leiden Marketing is free to spend the money. Respondent 8 adds to this; *"He (Prof. Hospers) once introduced the term ‘liefdevolle verwaarlozing’ (affectionate neglect) in his book and that is literally what we are doing."* This means that the city council is at a distance from the implementation of city marketing. As a result, long-term agreements can be made, and the vision does not depend on political changes.

The tension between the public and private domain makes decision-making about (tourism) policy an interesting issue. On the one hand, because of their independence. Leiden Marketing is free to spend the funds to project they think is good for the city. On the other hand, the question arises to what extent the public interest is safeguarded in the free use of the money. As a result, the municipality recently started a study into the visitor economy. This will result in a vision that will serve as a guideline for future tourism policy. Residents will be involved in the realization of this vision through a public survey.

5.4.2. Influence of residents on policy

From the above, it becomes clear that Leiden Marketing is an independent foundation and is therefore not obliged to be accountable to residents, the municipality and other stakeholders. There is no such obligation, but strategic consultations do take place between the various stakeholder to safeguard the general interest. Leiden Marketing is a social midfield. Often Leiden Marketing sits around the table with residents to hear residents' noises, but residents are unable to help build or contribute to the policy to be pursued. These conversations only serve to take stock of the opinion of the residents. This choice was made in particular because it was found that there is no such thing as a good representation of residents. This has to do with the fact that the residents of the city centre cannot be seen as a homogeneous group and public opinion can therefore differ greatly. As Respondent 8 says: *"But we cannot use the input of residents at the front as a leitmotif, because they do not speak with one voice. Every neighbour has a different opinion and there is no such thing as the inner city resident because those are 15.000 students who really think something different than a retiree in the Pieterswijk."*

However, it is said that one should not be naive, because it is noted that overtourism is increasingly a topic of discussion in the city. The sentiment must be given a place because it makes no sense to deny this public opinion. According to Respondent 8, giving a place can be done through a biannual survey on public opinion about visitors and the state of overtourism. Such surveys should not be conducted too often, as the residents will then be unable to recognize the large movements. This survey measures public opinion, but the decision-making on overtourism remains in the hands of organizations such as Leiden Marketing and the municipality.

5.4.3. Guiding overtourism

The discussion about overtourism has become increasingly present in the public debate in recent years. Nuisance is experienced and this nuisance cannot be denied. However, the question is where this perceived nuisance comes from because it cannot be demonstrated that people experience nuisance from visitors. The question is also whether it is the visitors who cause more crowds or whether it has to do with the growth of Leiden as a city. In recent years, more and more people have come to live in Leiden and, for example, the number of terraces has tripled, which means that the public space is experienced differently. Respondent 6 adds to this that ‘perception is reality’, so even though there is no actual overtourism, this is raised by images in the media. The image that one sees in Europe creates fear and residents take over that fear. The problem of overtourism can be refuted in Leiden, but that does not take away the problem that prevails among the residents. This observation is supported by Respondent 6, who makes a distinction between the subjective and objective character of overtourism. It is argued that the psychological dynamics cause people to think that it is too busy because they hear from others and pick them up from the media. It can be said here that the problem of Leiden is mainly related to the subjective character of overtourism because there is no question of objective overtourism. Respondent 8 gives an example of this: *"The experience will also be different; the city is now empty. It is not that it is a busy city that is getting busier. No, it is an empty city that suddenly becomes very busy again. So the perception, the public opinion, I am a little concerned about that."*

So, it's about perception and not actual overtourism. It is added that Leiden does not have a policy on coaches with many visitors and large groups of visitors chasing an umbrella. The facilities in Leiden do not link up with this form of tourism and therefore this form of mass tourism is hardly visible. This is mainly due to the limited number of hotel beds available in Leiden. This number will not increase, provided the Airbnb’s are controlled. However, this is a municipal task and is therefore not part of Leiden Marketing's portfolio.

In addition to the fact that objective/actual overtourism is not expected in Leiden, it is good to continue to monitor the subjective character of overtourism. As indicated, this could be a biannual survey, in which the preferences and annoyances of residents are tested. The results of this can be included in the decision-making regarding tourism policy. According to Leiden Marketing, mapping public opinion is a government task and therefore a task for the municipality. Leiden Marketing will hear the results of this in strategic meetings and try to take this into account as much as possible. According to Leiden Marketing, this is all about communication with residents and stakeholders. It will have to be explained why certain choices are made and indicate what advantages this has for the residents. According to Respondent 8, this is mainly the task of Leiden Marketing. It was indicated that a lot still needs to change and that a lot more attention needs to be paid to the sustainability of your product and your marketing. Communication to the public is essential for this.

In addition to communication, it is stated that residents should benefit more from their city. Not only to be able to enjoy the environment more, but also to see what is happening in Leiden regarding tourism. One way to achieve this is to not only tax the multi-day visit but also the days of people. Think of an entertainment tax, where a visitor pays a small fee for the use, for example, a museum or a tour boat. The proceeds from this must then flow back to the city, which is what residents can benefit from. Another option is a discount pass for Leiden residents. A discount pass with which a discount is obtained on outings and activities in their city. The reason for this is to keep residents more satisfied and therefore to benefit more from their city. However, this task is in the hands of the municipality and cannot be taken on by Leiden Marketing.

5.4.4. Reflection

This paragraph aims to map out what Leiden Marketing is, how it involves residents in decision-making and how overtourism can be avoided or guided. It has emerged from this that Leiden Marketing finds itself in a public and private field of tension. Despite the fact that Leiden Marketing is an independent organization that does not have to justify itself to a municipality, strategic consultation does takes place in which the vision and purpose of the municipality are discussed. Even if it is not mandatory for Leiden Marketing to adhere to this, this vision and goals are nevertheless strongly considered. Obviously to draw a line in the policy to be pursued.

Leiden Marketing is also in conversation with residents to hear voices from public opinion, with the reason to also keep residents satisfied with the campaigns being conducted in Leiden. Leiden Marketing has a target group that focuses on knowledge and culture and therefore avoids the nuisance causing visitor. With this, Leiden tries to influence the visitor who comes to Leiden.

According to Leiden Marketing, there is no question of overtourism, but it is believed that good communication to residents and benefits for residents can contribute to the (subjective) problem of overtourism. A biannual survey among residents is also envisaged to continue mapping overtourism and to be able to establish when the perception of residents changes. This to be able to respond directly to the opinion of the residents. Maintaining and mapping this opinion is a government task and will therefore not be carried out by Leiden Marketing.

Chapter 6 – Conclusion

This chapter lists the main conclusions and briefly reflects on the detailed research. First, an answer will be given to the main question that was central to this research (6.1.). This will be done based on the five sub-questions that lead to an answer to the main question. Subsequently, the research will be critically reflected to be able to make recommendations for following research on overtourism (6.2.).

6.1. Combating and/or guiding overtourism in Leiden

Tourism was one of the largest growing sectors in the Netherlands in 2019. Nowadays, due to the presence of Covid-19, it is easy to see what the tourism sector means for the Netherlands. Amusement parks, museums and catering are closed and many entrepreneurs have trouble keeping their businesses profitable. The downside of the Covid-19 virus is also noticeable in Leiden, and entrepreneurs yearn for visitors to continue paying their costs. The special contradiction between the current time and 2019, the record year of the number of visitors to Leiden, is considerable. Overtourism was a topic of discussion in 2019 and cities are trying to adjust their policy accordingly. Today the situation of overtourism no longer exists and the problem seems to have been temporarily resolved. However, tourism will return and cities will be used extensively again. Cities are starting from scratch and this can be anticipated by mapping out the preferences of residents and visitors. This with the reason to be able to recognize any overtourism at an early stage in the future and to be able to combat the problem if necessary. In this research, an answer is sought to this problem, so the following question is central:

To what extent can a balance be found - in the field of tourism - between the wishes of the tourists and the will of the residents of the city of Leiden and how can Leiden Marketing play a significant role in this?

First of all, it should be mentioned that there are several theories about overtourism. The theme has come to the attention of researchers since the 1990s, but an unambiguous definition cannot yet be given. The extent to which overtourism takes place is highly subjective and differs per location (Cowell, 2010). The UNWTO speaks of overtourism as: *"The impact of tourism on a destination, or parts, that excessively influences perceived quality of life of citizens and/or quality of visitors' experiences in a negative way"*. It states that the quality of life of residents and visitors will change negatively when too many visitors are present.

Liveability is thus a contributing factor to the problem of overtourism. Szromek, Hysa and Karasek (2019) state that the type of tourist who comes to a city also influences the degree to which overtourism can occur. Young people causing nuisance are a stronger factor for overtourism than older people. This is the same for Leiden because by focusing on the knowledge and culture visitor, young people are not explicitly recruited to come to the city. This is different when it comes to new prospective students. This group is actively recruited, but this group is not seen as a visitor because they do not come to the city for leisure purposes.

The results of the liveability survey among residents show that 64.7% of the respondents explicitly indicate that there is no overtourism in Leiden. In addition, 57.6% of all respondents think that tourism has a positive influence on the city of Leiden. Only 22.1% of the residents think that Leiden is too busy and that there is overtourism. It is also clear from the interviews with hotel owners that visitors to the city centre do not think the city of Leiden is overcrowded. The city is mainly visited because of its small scale and tranquillity. According to visitors, there is no question of overtourism. According to Beeton (2009), the degree of overtourism experienced can be divided into certain degrees of irritation, such as the Doxey's Irridex. This index divides the degree of irritation into five different categories. The categories range from the Euphoria stage, in which residents have a positive attitude towards visitors, to the Antagonism stage, where an enormous amount of irritation is experienced. Analysis shows that Leiden is in Phase 2 and already shows characteristics of Phase 3. This means that residents still have a positive attitude towards visitors and city marketing is still desirable. However, there are already signals from residents that the city centre is becoming overcrowded, which is already causing a degree of irritation. The latter means that Phase 3, the irritation stage, is already in sight.

Caution is advised and public opinion must be considered in order not to increase the level of irritation. To counter this, Chamberlain (1997) argues that a ‘carrying capacity’, a maximum of human activities that an area can handle without the area being neglected, the visitor experience deteriorating or the residents becoming dissatisfied, must be sought. This maximum can be determined with the elements of the City Brand Model by Merilees et al. (2009). The pillars investigated in this model are very similar to the different types of carrying capacity, so this model can provide insight into the extent to which overtourism is present. Besides, this model can detect overtourism at an early stage.

The City Brand Model examines the elements of safety, image, the intention of residents, culture, social cohesion, the business position, nature, shopping facilities, transport, government, environment and heritage. According to Leidelmeijer, Van Kamp, Marsman and De Hollander (2003), all these elements correspond to the quality of life characteristics and therefore say something about the perceived quality of life within a city centre. In addition, to mapping the liveability of residents and visitors, the City Brand Model has the advantage that the results can serve as input for local authorities to adjust policy accordingly.

In this study, these items were tested for both residents and visitors. It has emerged that residents consider safety, culture, heritage, the environment and nature to be the most important for their quality of life. Residents share this opinion and consider culture, safety, nature and the environment to be the most important. However, there is a difference in what residents and visitors find important and how they value these items. Visitors rate the city on average at 8.14 and are therefore generally very satisfied with their visit. A quality improvement is therefore not necessary for visitors, but it is argued that more public toilets, making the city centre car-free and making it more accessible to the disabled, for example on the pavements, can lead to quality improvement. However, according to this target group, there is no question of overtourism.

The residents rate the overall quality of life as lower than the visitors, with an average score of 7.21, this grade is almost one point lower. 32.9% of this grade is explained by the five factors safety, culture and heritage, social cohesion, environment and government. This shows that residents are most satisfied with the culture and heritage. These items are on average rated at 8.02. This grade has a strong influence on the overall quality of life. It is therefore important to keep the supply and maintenance of culture and heritage under the attention. If this is neglected, it will have major consequences for the overall quality of life.

The item that most influences the overall quality of life is safety. The safety is rated by the residents on average at 7.6. There is therefore still room for improvement in the safety aspect, an improvement that will have a major (positive) influence on the overall perceived quality of life. The gains can mainly be achieved concerning noise nuisance and general nuisance. However, it may be questioned whether this is a nuisance from tourists or students living in the city centre. By paying more attention to this nuisance, the quality of life in the city centre will increase more, which in turn creates a higher tolerance towards tourists.

More gains can also be made in the field of social cohesion. This item is rated on average at 7.1 and has a moderate impact on the overall quality of life. The profit that can be achieved is mainly due to the extent to which residents benefit from the presence of visitors. By focusing more on this, residents will appreciate the social interaction better, which leads to an improved quality of life.

The only thing residents do not appreciate is the government services, such as participation and the degree of involvement in city promotion. With an average grade of 6.32, there is a lot to be gained here. This grade is mainly determined by the moderate confidence in the local government and the extent to which residents influence the tourism policy in Leiden. An improvement in this regard will lead to a moderate improvement in the overall quality of life rate. If the grade for public services increases by one point (out of ten) the total quality of life increases on average by 0.151 points. However, the most profit can be made here, and it is sensible to listen to residents to create more support for city marketing purposes.

The latter is also linked to Leiden Marketing, which states that better communication is the ‘key factor’ to be able to combat overtourism. If it is explained why certain choices are made, greater support will be created. Although Leiden Marketing is not obliged to render this account due to its independent position, it is necessary to do so. Participation in tourism policy is not applicable, according to Leiden Marketing, because a public opinion differs greatly. However, the public survey shows that residents think that little account is taken of residents concerning city marketing and that the influence that residents have on this is also moderate. There seems to be an enormous profit to be made here, by entering more dialogue with each other and showing that the opinion is being heard. In addition, it is important to show what has been done with the opinion and to explain why certain choices are made.

All in all, it can be said that both residents and visitors have never seen overtourism in the city of Leiden. There are signs that people are starting to find it busier, but this is mainly based on the subjectivity of overtourism. Hearing and saying leads to people starting to notice it. From an objective point of view, only the waters in Leiden are overcrowded during the summer season.

Visitors are very satisfied with their visit. If Leiden continues to excel in its culture, safety, nature and environment, there is nothing to worry about for visitors. Keeping residents satisfied requires more priority. By seeking more dialogue and strengthening safety, overtourism in Leiden can be combated. In addition, it is important for city marketing to safeguard the image of Leiden. Stick to Leiden's small-scale identity, stay focused on the quality tourist and keep the masses of people who come to Leiden by coaches out of the city. Only then tourism will be a blessing and the chance of overtourism will remain virtually nil.

6.2. Critical reflection

The study attempted to find a balance between the preferences of visitors and the will of the residents to be able to combat or guide overtourism. Some items emerged that, according to residents and visitors, are important for visiting/living in a city as pleasantly as possible. With these items, advice has been formulated for Leiden Marketing and for the government to combat any overtourism. However, it is important to reflect critically on the research to see improvements and gaps for further research. This will be discussed in the next section (6.2.1.). Recommendations are also made for further research on this topic (6.2.2.).

6.2.1. Research method and choices made

The research into overtourism in Leiden is a so-called mixed methods research. At the time of the study both qualitative (interviews) and quantitative (survey) research was used. Initially, the research would be largely quantitative. Both residents and visitors would be asked (by using a survey) about the same about the liveability items and then the results would be compared. As a result, statistical conclusions could be drawn and something substantive could be said about the relationship between residents and visitors. Preparation for the study started in September 2019, a period when the Covid-19 virus did not yet affect society. The original goal was to conduct this research during my internship at Leiden Marketing. This internship started in March 2020, the month in which the Netherlands went into lockdown and tourism came to a complete standstill. As a result, it was no longer relevant to investigate at that time and the investigation came to a halt. Over time, the realization came that it is interesting to conduct such research because it could demonstrate the ultimate difference between the presence of visitors and no visitors. However, my internship had already come to an end and there was no more room to research this. I decided to continue the research under my own title. The choice to continue had the consequence that I was not able to approach the visitor directly. It was then decided to do interviews with respondents who have a direct relationship with the visitors, in this case, hotel owners and an employee of the tourist centre in Leiden. This is an attempt to provide the best possible picture of the preferences of the visitors. The research among the residents was able to take place in its original form, with the reason to get the best possible picture of this large target group. This also makes the limitation of the research visible. First, the data from the survey and the interviews cannot be compared statistically and no firm conclusions can be drawn about the general wishes. In addition, seven respondents participated in an interview. These seven respondents represent more than a million visitors that Leiden annually attracts. The results from the interviews can therefore give a distorted picture of the general population.

In addition, it became clear in the study that the construction between Leiden Marketing and the municipality is more complex than expected and that Leiden Marketing does not necessarily have to follow the residents' opinion. Leiden Marketing is an independent foundation and therefore determines its own course. In most municipalities, city marketing is a municipal task and thus covers public opinion. The public interest in Leiden is covered by the municipality and not by Leiden Marketing, while Leiden Marketing does have a direct influence on the image of Leiden. A created image that leads to an increase in the number of visitors, which influences the perceived overtourism of residents. As a result, the final meeting could have taken place better with the municipality than with Leiden Marketing.

6.2.2. Recommendation for further research

Having a final interview with the municipality is the first piece of advice that can be given for any follow-up investigation. Only if a municipality has its city marketing in own hand, a conversation can take place with the city marketing department. This is because a city marketing organization managed by the municipality directly shares the public interest. In the case of Leiden Marketing, this is not necessarily the case and they do not need to listen to public opinion formally. An opinion that is essential in combating or guiding overtourism.

In addition - as stated in Section 6.2.1. - this research would be qualitatively better if both residents and visitors were surveyed. Both target groups are large and therefore a survey is more representative of the general target group. In addition, statistical conclusions can be drawn about both target groups, making the research more reliable and valid.

The research also showed that hotel owners mainly see Airbnb as the culprit of the experienced overtourism. The reason for this is that visitors no longer stay regulated in certain places, but that they can be found all over the city. A recommendation for further research is to investigate whether Airbnb leads to more overtourism. Hotel owners are coloured on this issue because Airbnb is a direct competitor of this group. However, it is plausible that Airbnb could play a role, something that could be further investigated.

It has also been indicated that a hotel stop is one of the options to combat overtourism, the effects should also be considered here. In addition, it is not yet possible to indicate in numbers what the maximum capacity of a particular environment is. The aspect of ‘carrying capacity’ seems difficult to discern. A study of the maximum number of visitors per square meter might be a solution to better map out what a historic centre can handle in terms of visitors. However, this will have to be investigated if tourism is back to its old level.

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