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Managing tourism for a better quality of life

Bachelor's Project, Faculty of Spatial Sciences

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SUMMARY

Many cities try hard to attract visitors for the benefits it brings to the local economy. Amsterdam is one of the cities that became extremely successful in terms of visitor numbers. However, with a high influx of tourists, there are also issues that were brought with it: overcrowdedness, unwanted behaviour, nuisance etc. Municipality of Amsterdam, realising how these issues affect the locals' quality of life in the city, came up with new measures to combat them (strengthening neighbourhood identities, mixed-used development and more). Therefore, this paper aims to answer *how is tourism management improving Amsterdammers' quality of life?* by conducting interviews and analysing Municipality's policy document. Amsterdam's experts on the tourism industry in the city were participating in the interviews. The results showed some noticeable changes (mostly regarding redistribution of the tourists) as well as how valuable and promising many measures are, however, the measures are too recently implemented to be proven fruitful.

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1. INTRODUCTION

1.1. Background

Previous research taught us the complexity and multidimensional issues that arose in the city of Amsterdam because of its (over)tourism, a lot of which now could be called common knowledge. Large amount of the research focused on the price the city pays for it, both long and short term, covering environmental, economic and social sustainability issues like urban gentrification, housing unaffordability due to Airbnb, locals' discontent due to disturbance caused by the tourists and more.

These issues are not exclusive just for Amsterdam but other cities that attract a large number of tourists as well. Even though they might have similar issues, they respond to them in different ways, using different strategies to govern the tourism sector in the future. This paper will shed light on those strategies but the ones specifically designed to improve the liveability or better said, lower the discontent the local residents feel towards tourism in their city.

Municipality Amsterdam, being aware of these issues, published a coalition agreement in 2018 called 'Een nieuwe lente en een nieuw geluid' (eng. *A new spring and a new voice*) where, specifically in the chapter 'Balans in de Stad' (eng. *Balance in the City*), the municipality formulated six goals in order to improve Amsterdam's liveability (Municipality of Amsterdam, 2019). These are the goals for the 2018-2022 period: less nuisance, attractive mixed-use development, more space on the street and on the canals, better financial balance in visitor economy, sustainable recreation and facilities and dispersal of visitors (Municipality of Amsterdam, 2019). In 2020, this program was fused with the City Centre Approach program (Aanpak Binnenstad), now only using that name for the implementation program (City of Amsterdam, n.d.). City Centre Approach (CCA) program covers more measures that are split into 6 different sections (6 priorities): mixed-used development and diversity, management and enforcement, a valuable visitor economy, strengthening cultural diversity and neighbourhood identities, encouraging more housing, and more social and green living space (City of Amsterdam, n.d.).

Researching into the success (or fail) of the Municipality's program also falls under the umbrella of the Bachelor's project wider theme "wellbeing and mobility" since liveability of a place influences inhabitants' wellbeing and tourism as a phenomenon itself is a spatial movement of tourists among destinations (tourism mobility).

1.2. Research Problem

The purpose of this research is to find out the methods Amsterdam uses to be in charge of tourism so the residents do not feel disadvantaged. Therefore, the main research question of this paper is:

How is tourism management improving Amsterdammers' quality of life?

In order to answer the central question, sub-questions are also formulated.

The sub-question that will be answered using primary data collection (interviews) is *“To what extent is Amsterdam successful in tourism governance where the aim is to improve the qol”*. The answer to this could test the (in)effectiveness of the Municipality of Amsterdam operational measures for the City Centre Approach program and potentially serve as an example to other cities battling the same tourism issues. In addition, further needed changes in the operation could be presented.

Using discourse analysis, the sub-question *“What measures Amsterdam implemented to combat tourism issues?”* will be answered in order to understand the measures that are currently being implemented.

2.THEORETICAL FRAMEWORK

2.1. Literature review

Many cities work hard to attract visitors mostly with the aim to increase their local economic development, which is in favour of multiple stakeholders. In Europe, some of the cities that are the most successful in this are Paris, Istanbul, Rome, Amsterdam and Barcelona.

The visitors do not just travel to a certain place, they are attracted to them through different (external) branding strategies cities use as they are in competition with other destinations (Del Chiappa & Bregoli, 2012). Since tourism is already a highly competitive industry, it is even more important to focus on influencing non-locals in their destination choice. This process of ‘selling’ a place to potential visitors and possibly also choosing a type of visitors is called place branding (Shields, 2006).

The regions with more visitors are perceived as more successful (Egresi,2018), but issues that (could) come along are also important to address. Even though a high influx of tourists brings economic development which is a direct benefit (Braun & Zenker, 2010) as it creates jobs and develops businesses (Egresi, 2018) and it also brings a vibrant atmosphere on the streets (Wheeler & Laing, 2008), it can also bring along various issues. These issues range from cultural and environmental issues and similar, but the issues that are going to be discussed in this paper are primarily focused on the negative tourism effects on locals’ quality of life (QOL).

One of those issues is overtourism which causes overcrowdedness and nuisance. This became possible in the past decade with more frequent and lower cost flights as well as home sharing (Bobic & Akhavan, 2022). Even though this differs in scale (e.g. in a museum, city or a region) and intensity, overtourism is not uncommon in many popular cities. Locals might perceive this as a destruction of their cultural heritage and/or feeling alienated from their own city (Sibrijns & Vanneste, 2021). In the city centre of Venice, this caused a rapid decline in its population since the 1990s (Bobic & Akhavan, 2022). Overall, it was shown that damaged or diminishing cultural heritage is the price cities can pay if planning is not done

right (Smith, 1988). For the cities with mass tourism where this is not managed well, problems like mentioned earlier like pollution, noise and traffic congestion will affect the city's attractiveness and ultimately the quality of life of the residents (Biagi et al., 2019). Furthermore, these negative experiences from the locals are, for example, shown with anti-tourism marches like in 2017 in Venice, Italy (but also noted in cities like Rome and Dubrovnik) (Bobic & Akhavan, 2021). They could threaten the tourism industry and ultimately even create economic losses (Biagi et al., 2019).

There are different ways local governments deal with tourism issues, some of the ways are market segmentation or limiting the amount of visitors as it was done in Dubrovnik (Sibrijns & Vanneste, 2021). Crowdedness could be combated by redistributing tourists, for example, to less crowded parts within or close to the destination (Sibrijns & Vanneste, 2021).

There are also different levels at which tourism management could be implemented. According to Bobic and Akhavan (2022), the top-down approach involves the economic and environmental regulations of tourism development, while the bottom-up approach focuses mostly on the social aspects.

Andereck and Nyaupane (2011) define the "quality of life" as satisfaction and fulfilment with life, so, it is a subjective stance formed as a reflection of the psychological responses to the environment. More and more research focuses on the quality of life (QOL) and even more specifically, its link between the tourism industry (mainly discussing the effect it has on the local's quality of life in the destination location). This type of study showcases the wider range of impacts of tourism and analyses the presumed benefits compared to costs paid (Uysal et al., 2016). Locals' happiness is impacted by the tourism development in terms of economic, social and environmental effects it brings with it (Rivera et al., 2016).

According to Seo et al. (2021) and their multiple studies on the emotional bonds that the locals experience with visitors, this has a positive influence on their perspective of tourism and also indirectly improves individuals quality of life (Uysal et al., 2016). These bonds are created based on the shared behaviours and interactions between the two groups and are linked to the development of the tourism industry and sense of feeling safe (Seo et al., 2021). Besides these emotional aspects, the improved QOL can be a result of the higher living standards and employment and business opportunities (Tosun, 2002).

The same way, negative impacts due to tourism lowers the perceived QOL (Jordan et al., 2019). This could be a result of crowdedness, crime increase, increased costs and traffic congestion (Deery et al. 2012). That is why it is important to manage tourism so it's not disadvantageous just for the local economy but it is valuable in other ways as well.

3. THE CONCEPTUAL MODEL

3.1. The conceptual model (Figure 1) showcases the relationship between the tourism impacts on the local residents and how managing this relationship could (hopefully) change it for the better. At the top of the model, **tourism impacts** range from noise pollution,

crowdedness but also positive effects such as new facilities or economic benefits. Local residents have certain **expectations** and those impacts either fulfil them and lead to **contentment** or do not and lead to **discontentment**. In the second scenario, if the discontentment gets severe and completely outbalances the contentment from the tourism impacts, it leads to **lower quality of life** of the residents. Having noticed the stress these causes to their locals, the municipalities might/should decide it is time for a **change** and implement new **strategies** to battle this imbalance in a city. In the case of Amsterdam, this is the “City Centre Approach” program where the goals focus on improving the liveability in the city via the 6 priorities. These new strategies affect the impacts tourism will have on the residents and if the outcome matches the intention, the local’s expectations will be more fulfilled, bring more contentment and therefore more balance in the city between tourists and the residents.

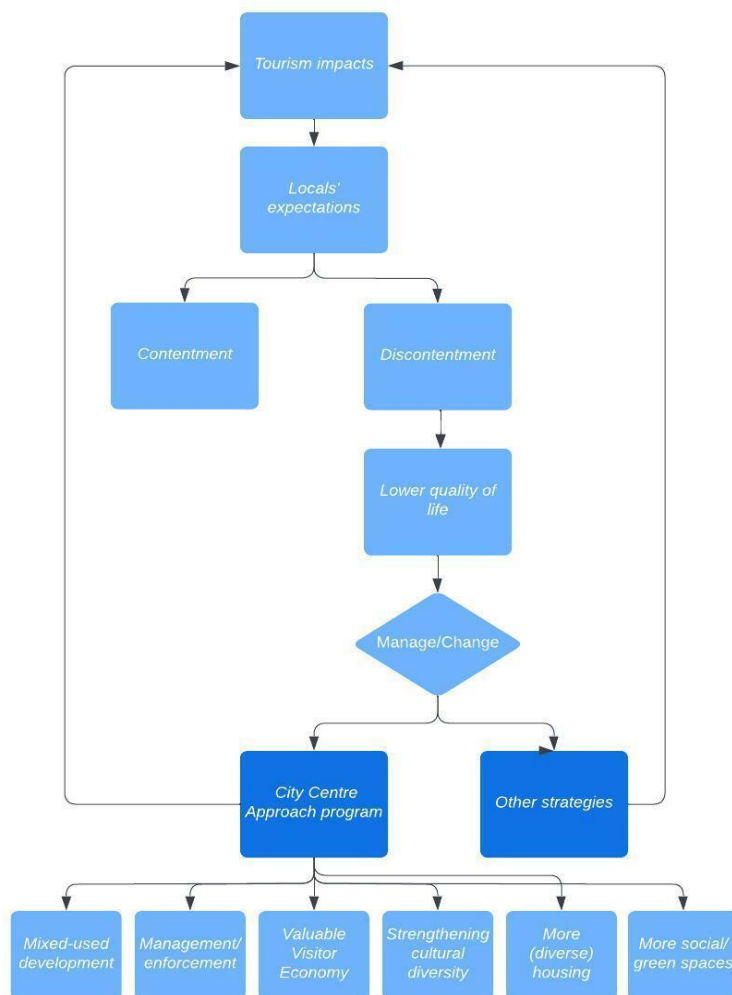


Figure 1: Conceptual model
 Source: Lucidchart.com (edited by the author)

3.2. Expectations

Regarding the “City Centre Approach” measures, one expectation is to find improvement but not to the extent that no more changes and adaptation of the program is needed to create a true equilibrium between the residents and the tourists. Furthermore, the Covid-

19 pandemic and the lower number of tourists caused by it surely distorted the effect of the program (to some extent).

4.METHODOLOGY

4.1.The Qualitative research

The research started by investigating the background of the tourism issues and tourism governance in Amsterdam as well as internationally. The secondary data (suitable literature) used was found online using keywords such as “tourism”, “issues”, “local residents”, “governance”, “quality of life” in order to discuss those topics, form a conceptual model and formulate the research questions. These parts acted as the foundation for other parts of the paper.

The sub-question “*What measures Amsterdam implemented to combat tourism issues?*” was answered by discourse analysis using the Municipality’s policy document on the City Centre Approach program.

The sub-question “*To what extent is Amsterdam successful in tourism governance where the aim is to improve the QOL?*” was answered using qualitative primary data collection. This entails interviewing experts in the field of tourism in Amsterdam. The six interviewees are working at the Municipality of Amsterdam, Rijksmuseum, Inholland University of Applied Sciences or activist organisations Red Light Arts & Culture and Wonder. They were contacted because of their expertise and active involvement in the tourism sector of Amsterdam (and tourism management experience for some interviewees).

To help guide the interviews, the questions were prepared in advance (See Appendix A for the semi-structured interview guide). During the interviews, it was discussed how different measures from the program can affect locals’ quality of life, to what extent is the Municipality aware of their needs etc. After conducting interviews, the answers were analysed in two sections: results from the questions regarding CCA’s six priorities and results from the questions regarding the residents (and other local stakeholders). This was found to be a more effective way to answer the research question.

On the other hand, the coding scheme (Figure 2) was created to help the discourse analysis.

In addition, consent forms (See Appendix B) were sent to the interviewees to sign. Consent form serves purpose to both parties, the researcher will be allowed to record answers and use them for scientific and educational purposes, and the interviewee will be aware of this sequence.

4.2.Ethics

Before, during and after conducting interviews, the rights of the participants will be respected. As mentioned, the consent forms were sent together to the potential interviewees together with the email inquiries about the interviews so they can be assured of the anonymity of their name in the research paper. The interviewees have also been

notified on the purpose of the research, procedures, freedom to withdraw and the freedom to ask questions in case of concerns. In addition, they were informed about the interviews being recorded. Recordings will stay confidential, only the researcher will have access to them and the transcripts, with the exception of the University if requested.

4.3. The coding scheme

In order to make the discourse analysis more comprehensive, the code tree is created (Figure 2). These codes will be used to identify some of the core themes and concepts that were expected to be mentioned in the policy brief. Starting with the main reason for this research, tourism issues. As there are many different tourism issues in Amsterdam, they perhaps can be split into two different categories: **overtourism** issues and issues with the **type of tourism** (or tourists) in the city. Expensive housing market, crowdedness, nuisance and waste are some of the issues within overtourism that the policy document might consist of. Since many people also live in the touristic areas of Amsterdam, the **locals** could feel discontent as their needs and desires for their environment are not met (or are far away from that so they decide to complain). The policy brief might go further in detail about the main issues the residents are complaining about and the ways they use to complain. Since the research wants to find out the extent of success of the **tourism governance** in Amsterdam, it is expected that the city uses various types of ways (which might be affected by place branding) to improve the **quality of life**. It is expected to learn more about the type of measures and perhaps about the feedback from previous measures (and how changes were adapted because of that).

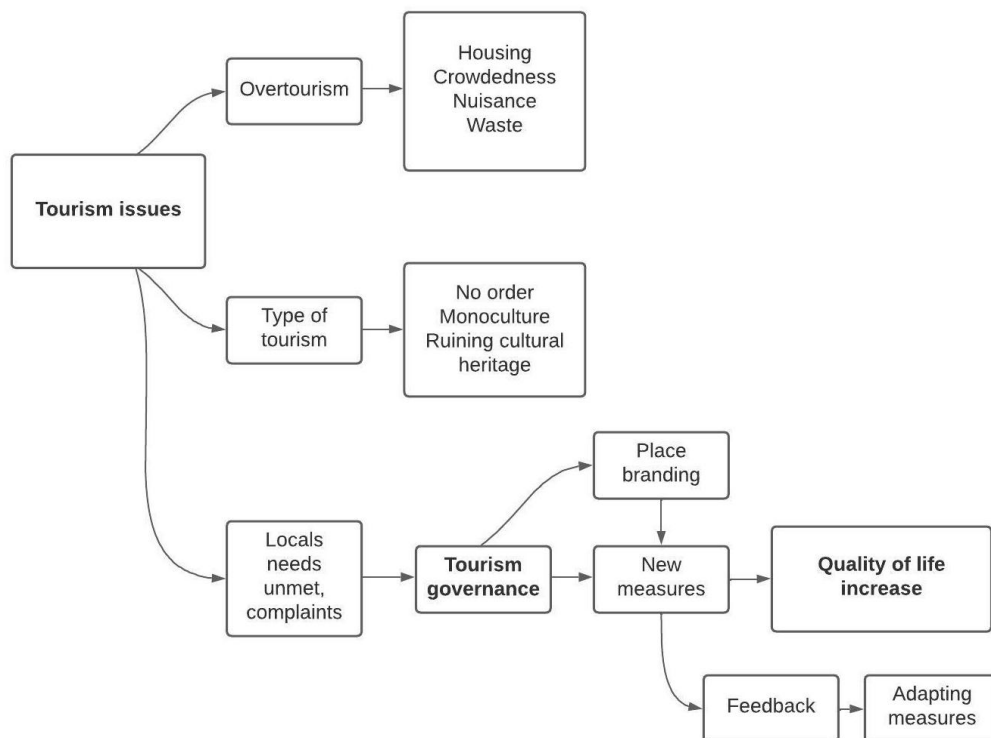


Figure 2: Code Tree

Source: Lucidchart.com (edited by the author)

5.RESULTS

5.1.Discourse Analysis (of the policy document)

Municipality Amsterdam's policy document 'Aanpak Binnenstad' (eng. City Centre Approach) will be analysed using the coding scheme (See Figure 2), dividing the analysis into two different tourism issue sections. This is a coalition agreement made by the Municipality in consultation with entrepreneurs, residents, social real estate companies and institutions in the city centre in order to reach equilibrium between the visitors and the residents. Some of the measures are expected to pay off in the long run, but some are expected to bring changes rather quickly. As mentioned previously, the program is divided into 6 priorities; mixed-used development, management and enforcement, a valuable visitor economy, strengthening cultural diversity and neighbourhood identities, encouraging more housing, and more social and green living space, where each represents a few of the newly implemented measures (Gemeente Amsterdam, 2021) (See Table 1 for the examples).

The 6 priorities	Examples of a measure for each category
1.Management and enforcement	"Deployment of extra neighbourhood janitors."
2.Mixing of functions and diversity	" The market vision focuses on spreading theme markets that focus on visitors from outside the city. We will keep markets that are frequented by many Amsterdammers. "
3. A valuable visitor economy	"Actively promote a renewed image of the city nationally and internationally, thereby attracting other visitors."
4.Strengthen the cultural variety and neighbourhood identities	"Increase awareness and accessibility of the cultural offerings and UNESCO World Heritage sites, so that as many Amsterdammers as possible benefit from this."
5.Promoting more and diverse housing offer	"Ban holiday rentals in the entire city center as soon as legally feasible. "
6.More living space and greenery in public space	"Pilot for the collection of bulky waste by water. "

Table 1: CCA's priorities and example of the measures

Source: Gemeente Amsterdam (2021), edited by the author

5.1.1.Overtourism

Tourism issues like overtourism (See the upper half of the code tree in Figure 2) is one of the causes of multiple consequent issues that can be experienced in Amsterdam; waste on the streets, nuisance, crowdedness and similar. Since this caused disturbance and locals' needs

were unmet, Municipality’s City Centre Approach program (Gemeente Amsterdam, 2021) discussed new measures that would reduce the issues (See lower half of Figure 2), for example:

- Reduced selling products aimed at tourists (souvenir shops, fast foods and similar “magnet features”)
- Spread out theme markets for visitors and keeping the ones frequently used by Amsterdammers
- Prostitution windows to be relocated outside of the city centre
- More janitors
- New collection methods of waste

5.1.2.Type of tourism

Another tourism issue is the type of tourism (See the upper part of Figure 2) or the type of tourists that are attracted in Amsterdam. In the policy document (Gemeente Amsterdam, 2021), some of the issues that fall into this category are monoculture of shops in the centre and visitors with undesirable behaviour. The document explains how it seems that many visitors perceive there are no rules in the city and that that is an invitation to misconduct. Re-branding Amsterdam would be an indirect reduction of these issues, this means place branding influences the decision on new measures for, ultimately, improving the quality of Amsterdammers’ life (See “Place branding” in the Figure 2).

Some of the new measures are:

- Enforcement on car sleepers, urinating and alcohol use in public
- Opening up art and street art in public space
- Strengthening the cultural value, cultural offer and make the city greener
- Broadened real estate for functions that contribute to diversity
- Promote a renewed image of the city nationally/internationally

The promises these measures bring is reduction of nuisance, cleaner streets, less crowdedness, less crime etc. to make Amsterdam a more liveable city and increase the quality of life of the residents. However, some of the unmentioned measures are still in the exploratory phase and/or in the process of realisation. What is important to notice is that, even though solving many of these issues promises a better quality of life and brings Amsterdammers to the centre, it might seem the mentioned issues are exclusively caused by tourists.

5.2.Interview Analysis

Interviewees:	Occupation related to the tourism industry:
Interviewee 1	Amsterdam Municipality employee working on the City Centre Approach program

Interviewee 2	Amsterdam Municipality employee, policy advisor
Interviewee 3	Political activist, focusing on organisations for changes in the tourism industry in Amsterdam
Interviewee 4	Rijksmuseum employee (Manager)
Interviewee 5	Inholland University of Applied Sciences, Tourism & Urban Leisure staff
Interviewee 6	Member of the Red Light Arts & Culture organisation

Table 2: List of the interviewees

The answers from the six interviews will be analysed based on the questions prepared, which were grouped into two different categories: questions based on the six priorities of the City Centre Approach program, and residents and other stakeholders of the tourism industry.

5.2.1. Results from the questions regarding the six priorities of the CCA program

Even though not every interviewee was fully informed about all of the City Centre Approach measures, they were all familiar with at least the main ones as well as the main goals of the program. The reasons for banning new tourist shops and how monoculture of the (mostly tourist) shops in the centre affect locals' everyday experience, for example, even when going out for grocery shopping (Interviewee 1, Interviewee 2). Together with banning new ones, the Municipality is also creating more lawful orders to help detect illegal actions. This measure is important as these low quality tourist shops (that also might be involved in criminal activities) take opportunities from others who would perhaps sell something valuable (Interviewee 4, Interviewee 6).

According to the Interview 1, implementing and forming measures is challenging as many tourists see their stay in Amsterdam, especially in the Red Light District, as a 'moral holiday'. In addition, they are not aware of the residents that live in the area. Special attention was aimed toward tourists that arrive for bachelorette parties, cannabis and alcohol consumption, who do not contribute enough to the economy and disturb the locals (Interviewee 2). The organisations managing these stag parties are not involved in discussions on improving the tourism industry and liveability in the city therefore there are not any changes predicted in this segment (Interviewee 3).

In order to improve the quality of life, City Centre Approach measures focus on public order, cleaner streets, banning selling and drinking alcohol in some areas as well as combating crimes (Interviewee 1). Improvement is already seen due to measures involving spreading out the tourists, mostly to the Eastern part of the city (Interviewee 1, Interviewee 6).

Regarding other goals, there are still hardly noticeable changes, even though the shift of focus is known (Interviewee 3, Interviewee 4). The changes are not much noticeable yet but, if they will be, they will be proven fruitful in the (near) future (Interviewee 1, Interviewee 2,

Interviewee 6). This is the reason since adjusting the tourism industry does not involve lowering the number of tourists and because their behaviour cannot be controlled (Interviewee 4). On the other hand, according to the Interviewee 6, in the future we should hope to add to the tourism industry, not try to change it. It is also challenging to rebrand the identity of a place with a reputation for cannabis consumption and a very liberal image (Interviewee 1). Nevertheless, all interviewees see the value of the measures with the goal to preserve the centre and cultural heritage, focusing on value adding visitors and sustainable tourism. Interviewee 3 also sees the value in making sure families do not leave the centre because of the increase in costs as schools have less and less children.

However, Interviewee 5 believes the measures should be focused on the whole city, and not just mostly on the centre. There is also suspicion of the politicised way of dealing with urban planning instead of taking a holistic way, and in addition, managing tourism should not be the way of increasing quality of life, but perhaps one of the many ways (Interviewee 5).

5.2.2. Results from the questions regarding the residents and other stakeholders

Many locals do not perceive the local economy to be there for them but for the visitors. Lack of inclusion is especially felt due to the real estate prices (Interviewee 2) and chaos brought with high influx of tourists (Interviewee 6). Since both sides should feel equal enjoyment in the city, the city should not favour any group but rather making sure it is staying approachable to residents (Interviewee 4).

A place, as in buildings, streets, cafes etc., should reflect both locals and the visitors, which is not fully the case at the moment (Interviewee 2). On the other hand, one interviewee believes that when discussing these nuances and designing policies, there should not be a divide between tourists and locals, but both should be seen as place consumers (Interviewee 5). It should also be seen that most people are satisfied with their quality of life and that the main goal before making changes is to make sure all different local stakeholders are heard (Interviewee 3, Interviewee 5).

Even though it is difficult to make everyone happy (Interviewee 2, Interviewee 4), the measures should not be strict and the Municipality should keep constant communication and collaboration with the local stakeholders (Interviewee 3, Interviewee 4, Interviewee 5) and collect more qualitative data (Interviewee 5). Better communication and creative thinking could create a better synergy in the city rather than seeing a line between tourists and locals (Interviewee 3). Even though many are aware of the effort from the Municipality, this should also have a bottom-up approach where local stakeholders communicate with each other and are proactive with their initiatives in order to improve liveability in their neighbourhood (Interviewee 3, Interviewee 6).

According to Interviewee 4, the residents might feel more disadvantaged due to overemphasis of the negative sides of tourism presented in the media, therefore overshadowing all the benefits it brings to Amsterdam.

6.DISCUSSION

6.1.Optimistic aspects of current tourism management for QOL increase

As discussed in the literature, tourism brings local economic development as well as it increases the quality of service (Interviewee 4) and makes the regions perceived as more successful (Egresi, 2018). With measures to combat monoculture of shops, renew Amsterdam's identity and similar, the Municipality is trying hard to increase liveability of Amsterdam and change locals' response to the environment, therefore increase satisfaction and fulfilment with life - QOL (Andereck and Nyaupane 2011). This is the first step of actually reaching that goal (Interviewee 5).

Municipality, being aware of locals dissatisfaction with nuisance and crowdedness, might perceive this as a destruction of their cultural heritage and/or feeling alienated from their own city (Sibrijns & Vanneste, 2021). The new measures to combat tourism issues are promising as it preserves the city and increases liveability, therefore residents' quality of life (Interviewee 2).

Redistribution of tourists with the aim to shift them to less crowded parts as suggested by Janusz et al. (2017) is one of the Municipality Amsterdam's measures (Gemeente Amsterdam, 2021) that seems to be fruitful (Interviewee 1, Interviewee 6).

Even though the CCA program is technically a top-down approach, having more bottom-up initiatives and putting more stakeholders on board for reinventing Amsterdam's tourism industry (Interviewee 3) would take a focus on the social component of tourism sustainability. Including the local community in tourism activities have shown to be of great importance in creating the perceived image of a destination (Bobic & Akhavan, 2022).

Valuable and promising measures for improving the quality of life are bringing more mixed-used development, chasing illegal actions, waste removal actions and preserving the cultural heritage of Amsterdam (Interviewee 1, Interviewee 4, Interviewee 6).

6.2.Aspects of the current tourism management that might need adjustment

One of the main factors that made possible the high influx of tourism to affect the housing market and increase in real estate prices is home sharing (Bobic & Akhavan), and there are not yet measures that will greatly impact this issue (Interviewee 1, Interviewee 2). A place should reflect all stakeholders. Due to bad planning, many things in the city can go wrong such as rapid decline in population such as in centre of Venice (Bobic & Akhavan, 2022), schools in the centre losing children (Interviewee 3) or increase in already unaffordable housing market (Interviewee 2).

Even though Amsterdam chose market segmentation and not limitation (Gemeente Amsterdam, 2022), Interviewee 4 is less optimistic about changing the tourism industry without lowering the huge amount of tourists, as done in Dubrovnik (Coffey, 2017).

Since rebranding and renewing a place's identity takes time and is a delicate issue to manage, many visitors still see Amsterdam as a city for 'moral holiday' (Interviewee 1). To manage tourism successfully in the future, it is important for the local stakeholders and the Municipality to keep communicating and come up with creative solutions (Interviewee 4, Interviewee 6). Collaboration of all local stakeholders is not currently the case (Interviewee 3, Interviewee 5, Interviewee 6), but the residents should be more proactive and view the tourists as just another stakeholders in the ecosystem (Interviewee 3). Emotional bonds between the two distinguished groups is important as it influences the QOL of the residents (Seo et al., 2021). All implemented measures will perhaps work in the long run.

Obstacles to optimism of the CCA program is lack of constant communication between the Municipality and local stakeholders (Interviewee 3), communication among the local stakeholders (Interviewee 3), emphasising negative tourism aspects in the media (Interviewee 4) and constant rising in the overall number of tourists (Interviewee 6). Nevertheless, the most important factor is the short amount of time between the present and the start of the program (Interviewee 1).

7. CONCLUSION

With a large influx of tourists, many benefits but also many issues come along which could put residents' quality of life in the city jeopardised. QOL can be lowered if a local experiences crowdedness, nuisance, monoculture of shops, waste of the streets and similar outcomes of the tourism industry found in Amsterdam.

Being aware of this, Municipality's City Centre Approach program set six priorities; mixed-used development, management and enforcement, a valuable visitor economy, strengthening cultural diversity and neighbourhood identities, encouraging more housing, and more social and green living space. These include many different implemented measures with the goal to increase locals' quality of life. They are planned to improve residents' of the city centre, which has the highest number of tourists, and therefore tourism issues. The interviews showcased the success in redistribution of the tourists (mostly to the Eastern part of Amsterdam) and the focus-shift of the city to start attracting more value adding visitors as well as the creation of valuable measures for improving the quality of life. However, almost all of the measures were not yet proven fruitful, probably because of the limited amount of time since the implementation (as stated in the expectations) and taking the top-down approach.

7.1. Policy recommendations

7.1.1. Constant communication

Constant communication between different stakeholders (business owners, locals living in different neighbourhoods etc.) is needed in order to come to a balance where neither of them feel disadvantaged because of new restrictions or branding change. When these meetings are organised, it needs to be made sure various stakeholders are aware of their time and place. In addition, other things should be considered, like picking a time outside of the usual working hours. The key word here is 'constant'.

7.1.2. Broader vision of the city

Even though it is the focus of this paper, quality of life is not just impacted by the tourism industry. Another suggestion should be to not only aim for restrictions/bans and branding changes but perhaps also highlighting new things Amsterdam can bring to their visitors - something that connects locals with the tourists and where culture is exchanged in a new, creative way.

7.2. Limitations and further research

Even though they are knowledgeable about tourism in Amsterdam, limitations of this research include a limited number of interviewees (six) where not everyone is fully informed about all the measures from the Municipality.

In addition, even though the paper discusses the City Centre Approach program as it is the one currently in use, as mentioned in the paper, the implementation measures started with the almost identical program in 2018 (City in Balance).

Tourism management in this case also had one unpredictable new effect which was the Covid pandemic and it surely affected some aspects of the implementation.

Moreover, since it is still mostly a beginning of the implementation of these measures, this paper tested their effectiveness as well as their potential. In the future research, further (long-term) effectiveness of the implementation program should be tested, and local residents should be a part of the data collection (not just tourism experts).

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9.APPENDIX

Appendix A: Interview guide

-Introduction:

- Introduction of interviewer
- Introduction of interviewee
 - Can you introduce yourself?
 - How long have you been working in this field?
 - Can you describe your position in your organisation/institution?
- Have you filled out the consent form?
- Are you familiar with the City in Balance and/or City Centre Approach program?

1. Mixed used development

- How does/Would you say mixed-used development improve a local's quality of life? Especially banning new tourist shops and holiday rentals in some districts, which was highlighted in the program.
- What is the current feedback on this improvement?

2. Management and enforcement

- Reducing nuisance, combating crowds, reducing tour coaches are some of the main goals in this segment. What types of measures were implemented to achieve this?
- What is the current feedback on this improvement?

3. Valuable visitor economy

- What aspects of a local's life are mostly affected (negatively) by tourism? And, are just the residents that live in the centre of Amsterdam affected?
- Why isn't the city centre 'left' to tourism?
- How does the renewed image of the city help change the type of visitors that are attracted? Describe the current place branding strategy.
- What is a liveable city? Is Amsterdam now more liveable than prior to the implemented measures?
- In the Valuable Visitor Approach brochure, the disturbances during the night (noise pollution, drunkenness) that can reach high levels are emphasised as one of the main issues. How much has it improved and what needs to be further improved?

4. Strengthening cultural diversity and local neighbourhood identities

- How are the unique (cultural) identities of areas in the inner city emphasised?
- How could that improve local's quality of life?

5. Encouraging more housing and increased diversity in it

- Are holiday rentals in the centre now prohibited (as planned)?
- What is the current feedback on this improvement?

6. More social living space and greener public spaces

- How do measures like making the city greener and spreading out visitors improve local's quality of life?
- Is Amsterdam becoming more inclusive and how is that measured?

Residents and other stakeholders:

7. How much do you think the Municipality is aware of the local's needs and desires and how can we ensure they are informed enough?
8. How actively are they (the residents) involved in this program?
9. Are there any stakeholders that should be involved, but are not? Why is that?
What are the challenges of involving different stakeholders?

Additional:

10. What physical changes can already be seen? What overall changes do you hope to see by 2025?
11. Who decides on these measures and how?
12. The current aim is to reach equilibrium between the residents and tourists, however, would the final goal be to make a tourist become a contributor to the local life rather than a passive consumer?
13. Are there aspects of tourism issues that were not covered by the measures? Or issues that have not improved at all even though the measures were placed?
14. Did Corona change the measures you planned to enforce?
15. When can you say you reached the equilibrium between the residents and the tourists?
16. By reinventing tourism, aren't we rebranding Amsterdam?
17. What are the most important reasons to reinvent tourism?
18. What changes are the most needed in order to achieve the goals set by the CCA program?
19. What kinds of transformations have you noticed in or around the museum as a result of Municipality's goals?

-Closing Questions

- Do you have anything to add?
- Recommendation to other interviewee

Appendix B: Consent form example



Consent form for the Bachelor's project that aims to answer "How can managing tourism improve Amsterdammers' quality of life?"

Researcher: Eva Lin Jerkovic, 3rd year Human Geography and Planning student, RUG
Contact: e.l.jerkovic@student.rug.nl

Purpose of this research

The interview is planned in order to gain a better understanding of the effectiveness of the City Centre Approach program (Aanpak Binnenstad) and its implemented measures such as mixed-used development, reducing nuisance, promoting a renewed image of the city and other ways of managing tourism that aim to improve residents' quality of life.

Procedures

You are invited to participate in a structured interview. This interview will last about 30 minutes. It will be recorded.

Risk and Benefits

The data collected during the interview will gain insights into the relationship between tourism management and Amsterdammers' quality of life. If you wish to, you will be able to review your interview transcript.

The extent of Anonymity and Confidentiality

By taking part in this research, you agree to give your views and opinions. Audio recordings will be kept until the completion of the paper and can be reviewed by the interviewer and University of Groningen supervisor. At no time will the researcher release any information to anyone other than individuals or institutions working on the project without your written consent. Instead of using your name, you will be addressed as 'Municipality Interviewee', 'Tourist office interviewee' or similar (depending on where you work) in the research paper.

Compensation

No compensation for participation in this research is offered.

Freedom to Withdraw

Please note that you may withdraw at any moment.

Question or Concerns

You are welcome to ask questions at any time during your participation in this research. Should any questions or concerns come up once after the completion of the interview, feel free to contact the researcher directly via email.

Participant Consent

I have read the consent form, have had the nature of the study explained to me, I agree with the consent and agree to participate in the research.

Name and signature of the research participant. Date.

Name and signature of the researcher. Date.
