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# Destination Analysis

Jose Angel Soler Cabrera

**Grau de Turisme**

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DNI de l'alumne: 43129592S

Treball tutelat per Dr. Vicente Ramos Mir

Departament de Economia Aplicada



S'autoritza la Universitat a incloure el meu treball en el Repositori Institucional per a la seva consulta en accés obert i difusió en línea, amb finalitats exclusivament acadèmiques i d'investigació

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## **Preface**

This destination analysis has been written as a final project of my studies of the tourism management in the University of Balearic Islands. I have chosen a destination analysis as a final project because a destination analysis contains variety of the main subjects followed by me during these last four years subjects such: Marketing, tourism planning and development, promotional marketing, researching, statistics among others.

I started this project when I was having my exchange program in the Netherlands, this is the reason why the area studied is Amsterdam and concretely The Plantage. During March 2013 I had the opportunity of participate in a field trip in this city and for this reason Amsterdam was my main motivation in order to develop my last project.

The Plantage area could help to the city of Amsterdam to diversify its tourism offer by providing of different experience than years ago where tourism in the city was mainly focus on different areas of the city centre. These areas mainly attracted tourist for the drugs consumption and prostitution.

The aim of this report is to understand and evaluate the present situation of the tourism market in the area of the Plantage and at the same time exploring the different changes of tourism trends at the destination, also this report could help to understand the tourist motivation, satisfaction or dissatisfactions within the destination. To develop a good destination analysis it was very important to understand which actors are involved in this area.

In order to maximize the understanding of the area, I decided to use two kinds of data sources, such as primary and secondary data. Before the field trip secondary data was collected, this information was found on internet, books and articles. The secondary data is represented by information from many tourists' sites and also scientific journal articles. For the primary research I went to Amsterdam during my exchange program in order to make in-depth interviews to the main stakeholders in the area, in-depth interviews and questionnaires to tourists. Another research method used was the observation, which includes observations of the tourists and also of the area. These research methods helped me to collect important information for the analysis of the specific area.

The structure of the destination analysis is divided in several chapters, beginning with an introduction of the the Plantage area. This consists of a description and a brief history of the area. I will also briefly discuss the past and the present development of the area and the main attractions. The next chapter will focus on the various stakeholders (all actors involved in this destination), in the following chapters it will be discussed the present tourism markets, as well as the identification of the tourism life cycle in our area and SWOT analysis.

Some interesting conclusions have been reached after all this investigation and have been written as a last part of this report.

## 1. Introduction

The success of a tourist destination depends on the regular arrival of large numbers of visitors, and the effects of their activities while they stay there. The flow of tourists to a destination is determined by several factors, including the destination's accessibility, the relative expense of visits, and how aware potential visitors are of the attractions and amenities it offers. As it becomes more successful, a destination undergoes a series of changes resulting from the new business opportunities which tourists spending create the need for expanded and improved infrastructure, and the impacts of visitors on the area's culture, economy, environment and ecology.

The modern form of tourism, which large numbers of people regularly travelling far away from home for short, intense periods of leisure is very recent, and while the popularity of exotic long-haul destinations has increased, previously successful destinations such as Brittan's many seaside resorts have declined. They had prospered until air-transport-based packaged holidays tempted tourists to the Mediterranean, the Alps and further afield were enticingly different (Soane, 1993).

Over a period of time, tourist's preferences for particular destinations and activities will probably change again, under the influence of several factors, some attracting clients to "new" destinations, others acting as repellents!

People go on holidays to enjoy themselves in relatively unfamiliar surroundings, but their activities have important consequences for different groups, representing opportunities for employment and profit, or causing nuisance and disrupting the established patterns of life in destination areas. This divergent view of tourism raises ethical issues concerning the distribution of benefits arising from visitors' activities amongst the various interest groups in a destination, the residents, investors, employees and tourists themselves.

The study of tourist destinations may seem somewhat trivial when set against the social and economic conditions in many South American, African, and Asiatic countries which are host to tourist from the wealthy European, American and South East Asian States. Tourist expect to find the familiar high standards of accommodation and hygiene, and countries which wish to attract tourist have to devote financial and physical resources to the construction of airports, hotels, roads, and other amenities which have little relevance to the majority of the population. Tourists are attracted by the exotic aspects of the destinations, and facilities are built in remote locations so that they can photograph rare animals or watch villagers perform traditional dances.

Two factors contribute to the attractiveness of a tourism destination. The *primary* features include its climate, ecology cultural traditions, traditional architecture and its land forms. *Secondary* destinations features are the

developments introduced specifically for tourists, such as hotels, catering, transport, activities and amusements.

According with Eric Laws (1995) in his book, *Tourist destination Management Issues, Analysis and Policies*. He said that, any tourist destination can be distinguished from other by research to identify the variety, quality and range of activities and amenities it provides for visitors.

Three steps are required.

First, the researcher decides on relevant elements to examine, such as beaches, accommodation and restaurants. Museums, specialty, retailers, car rental businesses and many others are relevant in particular destinations.

Second, an audit is conducted for each category of tourism facility to determine the number and quality of resources available, identifying their capacity, opening hours, accessibility to disabled or elderly users, and their pricing policy.

The first two steps in the procedure can be carried out by observation at the destination, or by desk research. The third step identifies how visitors themselves make use of the destination's resource. Third a survey is conducted to determine the number of tourist in particular categories using each type of facility.

The destinations are characterized by a variety of business organizations, and fragmented co-ordination. Leppard and McDonald (1987) have argued that even in highly integrated and centralized business, the planning process and its outcomes reflect the realities of internal politics and dynamics, a point which is highly relevant to the determination and implementation of destination policies.

The situation facing a destination can be evaluated by a detailed consideration of the strengths and weakness of the destination, and from scanning the various environmental influences for forthcoming threats or opportunities, and is examined further in next points in the case of Amsterdam, concretely in the area of the Plantage.

Destinations are also bundles of resources, like companies. The attributes of destinations may be common between many destinations, but the way in which each area is organized is unique. At the strategic level therefore destinations seek to configure their product, and to sustain it through adopting a mix of environmentally friendly and economically viable policies. The proposed objective of new tourism is that it is insufficient to solely seek to sustain product but it is necessary to add value through involving communities in an equitable process.

Hayward (1998) identified planning as being a process of designing for the future, of innovation, for learning, influencing and managing. He suggests that with reference to communities the conventional mode of goal identification first and plan second may be inappropriate as the real issue is to sensitise stakeholders to the repercussions and value implications associated with various courses of action. Equally, while planning may be about the creation of order, from a community perspective, a tension between a wish for order and a need for creativity and freedom continues to exist.

## 1.1 The Plantage

In the East part of the city of Amsterdam, along the Amstel River is located the Plantage. It combines large numbers of museums and attractions. Just few years ago the Plantage was an unknown area for a lot of visitors, of the city of Amsterdam. The plantage hosts a variety of attractions for all tastes as the Artis Zoo, theaters, the flea market in Waterlooplein and attractions associated with the Jewish religion because most of the past of this neighborhood is related to this population. The Plantage also offers one of more dispersed green areas in all the city of Amsterdam. Firstly, there is the Hortus Botanic Garden which is one of the oldest in the world. In this area is also located the Artis Magistra (Zoo). There are two public parks in the area ideal for taking a walk and relax in them: Wertheimpark and Oosterpark.

The plantage has a really good advantage its location, near the city center. It is easily reachable by foot but also with good accessibility by public transport (bus, tram and metro), another positive factor is the tranquility that breathes in the neighborhood. The Plantage organization is an undiscovered paradise for lovers of culture and green areas.

Map A, represents the borders of study area –the Plantage Amsterdam. I decided to focus my research in this area because it has unique attributes, history and background. Furthermore, this area belongs to the Plantage marketing tourism project (see below), where loads of attraction are being remodeled and new marketing projects campaigns are carrying on to promote the zone, this will help the tourism flow to be diversified.

Map A shows where the specific area of the Plantage is located within the city of Amsterdam.

On the Map B (figure 2) it can be seen all the accommodations, cafes, restaurants, museums and other attractions in the area. It can also be noticed the Waterloo Market, the Magere Bridge, the Hermitage Museum, the Portuguese Synagogue and the Zoo which are the most popular attractions for tourists in the Plantage area as I mentioned before (figure3).

Map A

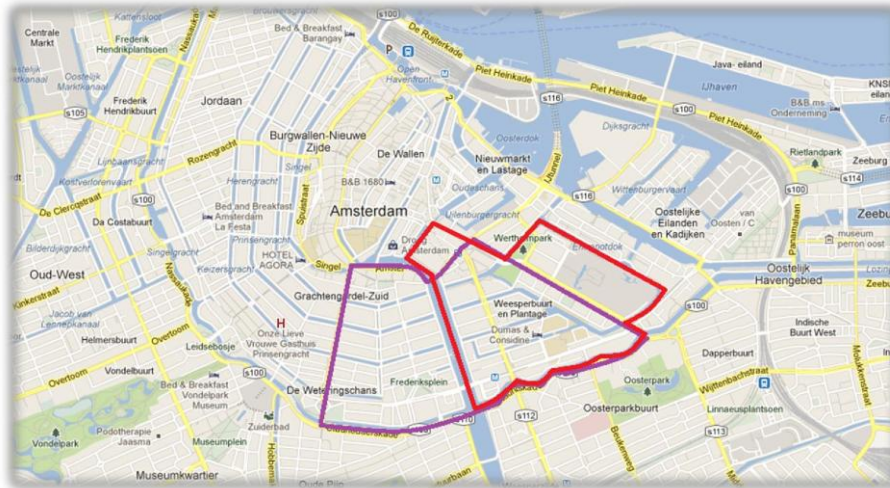


Figure 1 -Source: <http://maps.google.pt/maps>

### Map B

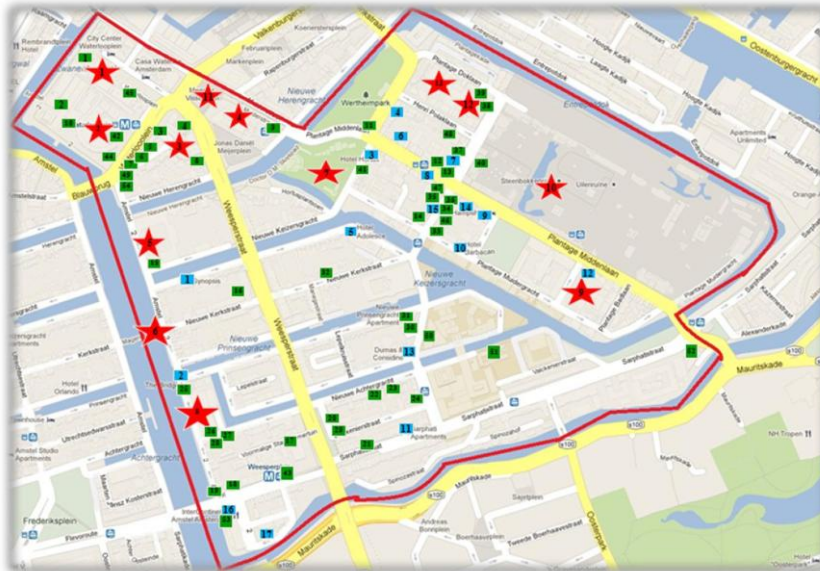


Figure 2 -Source: <http://maps.google.pt/maps>

★ Attractions	■ Restaurants, café, fast-food, bars	
1. Waterloo Market	1. Bagels & Beans Waterloo plein	26. Eetcafé De Piste
2. De Nederlands Opera	2. Grand Café Amstelhoeck	27. Baarsen / WA (restaurant)
3. Jewish Historical Museum	3. San Giovanni	28. Stevens Barrie (restaurant)
4. Portuguese Synagogue	4. Stichting Museum Café	29. Café Noir Amsterdam
5. Museum Hermitage Amsterdam	Kokadorus	30. Aguada (café/ restaurant)
6. Meeger Bridge	5. Gastronomía Gianni Specialista	31. T eten en drinken (restaurant)
7. Botanical Garden	Liguri	32. Van den Brul (restaurant)
8. Theater Carré	6. Avram (restaurante)	33. De Pizzabakkers Plantage
9. Tattoo Museum	7. Blauwburg (restaurante)	Kerklaan (restaurant)
10. Zoo	8. Stichting Asmal (restaurante)	34. Tempura (restaurant)
11. The Tun Fun	9. Koffie B.V.	35. Pasta Villa (restaurant)
12. Dutch resistance museum	10. Theater (café/restaurante)	36. Chinese Indisch Restaurant New
13. Dutch trade unions	11. Café Smit & Voogt	Happy Corner (restaurant)
14. The Amsterdam Music Theatre	12. Café Eik en Linde	37. Burgermeester (fast food)
■ Accommodation	13. Café Koozje	38. Bordjes Amsterdam (restaurant)
1. Synopsis Hotel	14. Coffee Company Plantage	39. Restaurant Plancius (restaurant)
2. The Bridge Hotel	Muidegracht	40. De Plantage (restaurant)
3. Hotel Hortus	15. NEVA in het Hermitage	41. Colle / D A A (restaurant)
4. Parklane Hotel	(café/restaurant)	42. De Hapjeshoek (restaurant)
5. Hotel Adolesce	16. Silver Grill (snackbar)	43. Brezel (café/snackbar)
6. Hotel Rembrandt	17. N.V.Mij. tot Exploitatie v7h	44. Café t Hooischip
7. Hotel Plantage	Hotel & Café "Hollandais"	45. Lunchcafé Waterloo
8. Hotel Alfa Plantage	18. Bar Lempicka (bar)	46. Olympic Steakhouse
9. Hampshire Hotel - Lancaster	19. Sarphati BV (snackbar)	47. Hurkens / J A M
Amsterdam	20. Cantarell Weesperplein B.V.	48. Restaurant Meneer Nilson
10. Hotel Barbacan	(snackbar)	49. Mio Ice Cream (café)
11. Hotel Allure	21. Stichting Trinity (café)	50. Café de Krater
12. Hotel New Amsterdam	22. Pool lokaal de Gracht (café)	51. CREA Café
13. Amsterdam Bed and Breakfast	23. Oranjerie in de Hortus B.V.	52. Elkaar (restaurant)
14. Kitty Hotel	(café)	53. Intercontinental Amstel Hotel -
15. Amigo Hotel	24. Café De Roeter	(restaurant).
16. Intercontinental Amstel Hotel	25. Circus Oscar Carré (restaurant)	54. Castro ( tapasbar /restaurant)
17. Beleggingsmaatschappij KWP		
30 B.V.		

Figure 3 -Source: <http://maps.google.pt/maps>

The Plantage area is a new tourist area between the development and the consolidation phase of the destination life cycle. It is a mix of trendy and wealthy residential area, where most Dutch people live. The area attracts families with children and people who are interested in cultural and historical aspects. The Plantage is filled with unique attractions where tourists, students and residents make a mix of culture, arts, and history. However, the future plans of the tourism development can bring disagreement between residents and tourists. The area is mainly characterized by its relaxed, green and quiet atmosphere in the south and in the north with a fusion of tourists and attractions.

The Plantage has a sustainable and strong collaboration network between the stakeholders for this reason they are rapidly growing and developing into a new unique sustainable place in Amsterdam (I Amsterdam, 2013).

According with the authorities of the area, the future plans of the Plantage area are to diversify the tourism flow and attract different markets; the objective is to give a better visibility of the area within the city.

Nowadays it is multicultural thanks due to the renovation of The Hermitage museum which is the most visited attraction of the area.

## 1.2 Demographics

In 2007, there were 3.600 men which represent 49.38 % of the population and 3.690 women so 50.62 %. There are more people dying (215) than newborns (85) so the area is aging. There isn't a big percentage of a foreign person (13%). The density (10.059 people per km<sup>2</sup>) is higher in the study area than in the rest of the city, which can be explained by the fact that the area is mainly residential. In 2009, the most represented range of age is between 25 and 45 with 35 % of the total of the population and 26 % are between 45 and 65 years. It can be noticed that there isn't many young people living in the area because less than 25 % are under 25 years old. There is also a small percentage of old people, they represent 15 % of the total of the total population.



The 68 % of the household live alone (one-parent family) with no children whereas only 13% of the houses are composed with children. The average size of a household is composed by 1,5 person. There are a total of 4.510 households within the area. There were 63 % of employed people between 15 and 64 years old in 2005 and 54 people per 1000 households. The average income is 22.600 per person per year in which a 38 % are with low income while a 28 % have higher income. On the other hand, the average house in 2007 was 255.000 euro in which 72 % were for rent and 285 were for sell. (The Plantage,2013).

### **1.3 Accessibility**

The Plantage neighborhood is easily accessible by train, metro, bus etc. It is can be reached by foot, it takes 30 min from the central station. The area can be reached by tram number 9 at Central Station or 14 from Dam Square, both make the same route; it goes by the Waterloo Square, through the Plantage Middenlaan to the Tropenmuseum. The metro is also an option, thanks to the metro station located in Waterlooplein.

City line buses 22, 42 and 43 ride from Central Station along the Prins Hendrikkade to Oosterdok. The stop is Kadijksplein. For the Tropenmuseum and Oosterpark which is situated in the easterly part of the area, the stop is Wijtenbachstraat from line 22.

It is also possible to go to the Plantage by bike. The area is also accessible by boat and taxi as well. (I Amsterdam, 2013)

### **1.4 Art and Culture**

This topic has an important role in the Plantage area because of the collaboration created between the different attractions of the zone. These attractions are mainly museums where the art and culture are presented in many different themes like paintings, history and sculptures.

The Jewish culture plays an important role in this area as well as theaters which represent all kinds of genres. And the opening of a museum with international reputation has brought a lot of art and culture lovers to this area to discover the Hermitage. It can be said that in this area, art and culture have great importance because of the different museums and attractions located in it. The most important issue in the Plantage area is the unique collaboration between the different sixteen attractions which plays an important function in the promotion. This gives to the area an image of neighborhood interested in this artistical-cultural subject.

### **1.5 Marketing Development and Collaborations.**

The municipality of Amsterdam is working on many projects for the canal east area. The goal of these activities is to enhance the east canals so it will be more attractive to residents, tourists, cultural and education institutions. The Program the *Plantage aan de Amstel* provides direction and coherence in the development of these future projects.

The program *the Plantage aan de Amstel*, also adopted future developments such as: the start of the project Wibaut along the Amsteel River, the redesign of the Wibaustraat, the redevelopment of the Roetseriland and the Advent of the Amstel campus. There are also six future plans for redesigning Weesperplein and Waterlooplein metro stations.

An in depth interview was made with the project manager of the Plantage area, Bibi Heuvelnik who provided a clear idea of the Marketing plan in the Plantage. The 17 cultural institutions in Amsterdam's eastern city last year have opened their doors to as many as 4.5 million people. In 2006, this number was 3.4 million, came for the first time more than 4 million visitors to the settings in the Plantage Amsterdam in 2010. The trend has continued in 2012, especially with the plan related to sustainability started in 2011.

The institutions are independently successful and even stronger together. The Plantage area has good communication tools with a website De Plantage Amsterdam ([www.deplantageAmsterdam.com](http://www.deplantageAmsterdam.com)) which is always updated and counts an increasing number of visitors, the institutions also collaborate on the organization of events such as the Plantation Sundays, the Plantation Children Lectures and Sustainability Day. These events and other activities are promoted in social media and social network in Dutch and English.

The project of management of the Plantage was conducted by the company The New Collection. They make plans for promotion and communication, organized events and promote them via their own marketing channels. There are four different working groups who meet every six weeks to decide the plans: Press and publicity, Events, foreign tourist and scholarship for youngsters.

Among the events organized by the Plantage marketing plan there is the "Plantation Sunday" which is four Sundays a year when all the institutions organized special events in order to promote their attraction and make themselves better known. This event is very well known by the media such as the radio, the newspapers as well as the website. Some flyers and posters are also put in the neighborhood to promote the event. (I Amsterdam, 2013)

## 2 Attractions

Attraction	Description
The Jewish quarter	In the area researched it can be found many Jewish monuments within less than one square kilometre: the Jewish historical museum with its Children's museum, the Portuguese Synagogue and the Hollandsche Schouwburg (Dutch Theatre), a moving historical monument.
The Jewish History Museum	The Jewish History Museum is the only one which focuses on Jewish religion and culture in the Netherlands. It is located in the former Jewish quarter. The museum provides as well temporary exhibitions and a

	children's museum with interactive presentations.
The Jewish memorial	The Hollandsche Schouwburg, a former theatre until 1940 used as a deportation centre for Jewish people during the Second World War, which became in 1962 a memorial.
The Natural Artis Magistra (Zoo)	The Artis Royal zoo was founded in 1838. It is an oasis right at the heart of the city and there are 700 animal species and 200 tree varieties in a large park. It was the first zoo in the Netherlands and is one the fewest zoos in Europe.
The Hortus Botanical Garden	It is one of the oldest botanical garden in the world and includes more than 4000 plant species. It is composed by greenhouses, the palmhouse and the three climate greenhouse
The Hermitage Museum	The Hermitage Amsterdam is the Dutch branch of the world-famous Hermitage in Saint Petersburg, Russia. Located on the banks of the Amstel River, the Hermitage Amsterdam is an exhibition space and cultural education centre with a focus on Russian history and culture. According to the research of Amsterdam convention board in 2012, the Hermitage museum has a link with the Amsterdam historic museum, the Jewish historical museum, the museum Van loon and the Rembrandt house, which means that visitors who go to visit the Hermitage will probably also visit these attractions.
<b>The Carré Theater</b>	The Carré royal theatre was built 125 years ago by Oscar Carré, originally as a circus but it is also used as a theatre. The Carre theatre is located along the Amstel canal.
<b>The Waterlooplein Market</b>	Amsterdam's largest daily flea market is located on the Waterlooplein, it shows many stalls to get a taste of the local culture including clothes, antiques, knick-knacks, souvenir, bicycle parts and much more. It was set up in 1893 and is now open every day except on Sundays. The flea

	market is very well connected to the centre of the city and also has a good visibility from many streets surroundings.
<b>The Tattoo Museum</b>	It is one of the latest additions to Amsterdam's enormous collection of museums. It shows the history, the culture and beauty of tattoos. It presents drawings, paintings as well as tattoo-related tools and machines like the first electric tattoo machine from 1891. It is the unique tattoo museum in Europe and attracts many European visitors such as Germans, French, Spanish and Italians.
<b>The Magere bridge</b>	The famous skinny bridge cross the river Amstel and opposite of the Carré theatre is an Old Dutch design wooden bridge known as a double-swipe (balanced) bridge. Tradition relates that the bridge was named after the sisters Mager, who were supposed to live on opposite sides of the river. It is said that they have had the wooden bridge built to make it easier to visit one another. However it appears more likely that the original bridge acquired the name from being so narrow (mager means skinny in Dutch), that it was hard for two pedestrians to pass one along another. As traffic along the river Amstel increased, a wider bridge replaced the narrow one in 1871.
<b>Dutch resistance museum</b>	Het Verzetsmuseum Amsterdam was established in 1984 to commemorate the fight against the Nazi occupation during the Second World War. A permanent exhibition recreates the atmosphere of the streets of Amsterdam during the German occupation: Big photographs, old posters, objects, films and sounds from that horrible time, help to recreate the scenes and showed their everyday life during that time as well as exceptional historical events.
<b>Dutch trade unions</b>	The Vakbonds museum shows the movement between trade actors in the Netherlands. The museum is located

	in a building called De Burcht, which was originally built by Dutch most famous architect Hendrik Petrus Berlage for the trade union of the diamond workers.
<b>The Amsterdam Music Theatre</b>	The Amsterdam Music theatre is located in Waterloo Plein with a view on the Amstel rive. It is the home of De Nederlandse Opera and Het Nationale Ballet. It opened in 1986 and can hosts 1.600 seats

Source: (The Plantage, 2013)

### 3 Stakeholders

#### 3.1 The local people.

The Plantage is manly a residential area which has houses, buildings and apartments. For a long time, the local business are owned by local people living there for a long time, but many of them are not originally from the Netherlands (foreigners people), most of them are Spanish, Italians, Turkish and Greeks, who came a long time ago to set up their business. It can be seen that the area is very multicultural place and people from all over the world are welcome here. Many shops in the centre of the area are especially for local people because it can be seen that house supplies are being sold in that area. There are especially old people and families in the area. The houses and boat houses are well decorated, which let think that people living within the area are quite comfortable financially. Most of the area is very quiet and looks peaceful; there are also a lot of students because due to the Amsterdam Business School nearby, there are many shops related to students such as printing shops, libraries, book shops and so on.

Historically, this area was a home to many writers, actors and scientists as well as wealthy Jewish citizens at the end of the 19th century. The character of the district changed during the Second World War because the Jewish community, which accounted for around 60 % of the population of the area was locked in the Hollandsche Schouwburg and deported to concentration camps. Today it is a green neighborhood area, where the Jewish past is perceptible and reflected through various cultural institutions.

In the past twenty years the area has considerably changed, house prices have risen and local people have changed. Indeed, according to the interviews, the Jewish community who used to live here had moved to the south of Amsterdam and now many immigrants came to this area. It can be seen the multicultural atmosphere because there are many restaurants from different nationalities. All people seem to be very proud of where they come from and share their culture selling food specialties.

Most of the local people who lives in this area, are living for long period of time, some of them do not feel safe anymore because of new communities living in

the area. Most of them stated that cohabitation with multicultural people is not that easy in their everyday life because each of the migrants got different way of living and different behaviors. It also has been said that the area is losing its authenticity and its history because of the lack of Jewish people. It has also been noticed that tourism has changed their everyday life because since tourism arrives, the prices are increasing, and the traffic in the streets is becoming busier and dangerous. Lately tourists do not measure the dangers in the street such as the risks of crossing the busy streets, which can cause terrible accidents. However, some of the local people really appreciate tourists and help them to find their way when they are lost.

### **3.2 Restaurants, Bars, Café's and Shops**

The area offers a wide range of restaurants (see map B), bars, cafés and shops. Most of them are multiethnic which represent the multicultural area and the local people. There are Asian, Mediterranean as well as north European restaurants which show that many different nationalities are present.

It can be noticed that restaurants are cheaper than in the city centre of Amsterdam and menus are not much translated in English. This shows that the restaurants in the area are more focused on local people than tourists. Some Restaurants are not as attractive as those located in the city centre but it can be said that most of the restaurants are very nice inside and provide good food. In the restaurants most of the customers are local people from all ages, students, workers and residents. There are also many tourists who stop by while going to one of the most popular attraction in the area, especially along the Amstel Canal or near WaterlooPlein.

*The Castro* restaurant is a good example of a typical restaurant in the area, it provides Spanish food, and its decoration shows a Spanish flag; with yellow and red colors. There people can find the real Spanish atmosphere and enjoy traditional Spanish cuisine like tapas and paella. The restaurant welcomes many tourists because of its location which is situated between Waterloo Plein and the Hermitage.

In the area, there are many cafes and lunch rooms where business people usually come for lunch and local people come to have a drink at night. The menu is not given in English which let think that mostly local people come by this place. Moreover, it is easy to find typical Dutch lunch in the area that is open to the public who want to try authentic local food. *The Bordjes* restaurant is a good example, located in Platange Kerklaan, it provides old-fashioned Dutch cuisine in a traditional Dutch atmosphere.

Concerning shops, there are many home supplies and students related shops for example a printing shop can be found. This can be linked to the Business school in the area. In my research area there are not shopping malls or clothes shops.

### 3.3 Hotels

Although the area is mostly residential there are some accommodations for tourists, those are mainly two and three star hotels, and also low budget hostels.

The hotels are quite well distributed within the area, which means not too close each other, this create a harmony within the quiet and green zone. Most of the hotels are located close to the main attractions in the area: from WaterlooPlein and the Zoo, to the former Jewish quarter and the botanical garden.

The cheapest hotel is the *Amigo hostel* which is located in Plantage Kerklaan, as well as the Hortus hotel located more in the north of Plantage Middenlaan. The prices range between 20 and 100 € per night per person depending on the season. It can also be found two and three star independent hotels within the area, which one of them belong to the well known hotel chain: *the Hampshire Lancaster hotel*, this hotel is one of the highest quality accommodations in the Plantage.

There are some three star hotels those are well distributed, one in the Plantage Middenlaan in the east; one is located in the south in Sarphatistraat, the other one near the Hermitage museum and the last one in the west along the Amstel Canal. There are not much luxury hotel in the area, the reason is that the Plantage is a new developed tourist zone in Amsterdam, it has just begun to be marketed and there is still a lot to be developed to become a developed tourism area. Moreover most of the hotels are independent or family owned; this confirms that the area is still not well developed or overtaken by bigger hotel chains.

Hampshire is one of the five largest hotel companies in the Benelux, the economic union between the Netherlands, Luxembourg and Belgium. The company provides more than 90 hotels from three to five stars. The Hampshire Lancaster is situated in front of the Zoo in an impressive monumental building. It can be easily reached by public transport. It offers different kind of rooms: standard, superior or family rooms and can attract all kind of tourists, especially families for its location in front of the Zoo. This hotel also gives the opportunity for people to enjoy one of the quietest parts of Amsterdam, while being close to the city centre. The hotel makes the difference offering special services such as free coffee and tea facilities. The staff is very welcome and focuses on customers' satisfaction. The prices range from 85 € for a single room to 200 € for a superior room.

In the other side of the Plantage, there are another three star hotel called: *The Bridge hotel*. It is situated on the coziest and most romantic spots of Amsterdam according to the website ([www.lamsterdam.com](http://www.lamsterdam.com)) in front of the Amstel Canal. It is one of the few privately-owned three star hotels in Amsterdam. It offers moderate rates for an impeccable and high quality services provided. Indeed the area is developing and needs to offer good prices to be competitive and enter the market. The prices range from 100 € to 300 € depending on the season and the type of room. The hotel has 46 rooms, two apartments and conference room. They focus on conviviality with a lounge bar where people can meet and have a drink, the reception is open 24 hours a day and the staff members are really willing to make customers stay the most enjoyable possible.

Another completely different type of hotel is the *Adolesce*, a two star Economy and family friendly hotel located a few step away from the famous Skinny Bridge. The hotel has ten single, double and triple rooms ranging from 80 to 155 €, which is said an “excellent value for money” by a guest. Customers can also enjoy the concept of a wide range of free drinks all day long. In 2008, the hotel was elected the best two-star hotel of Amsterdam by Booking.com. ([www.booking.com](http://www.booking.com)).

#### **4 Relationship between Stakeholders.**

In the study area there are a lot of new developments: the public library, the conservatory, the new china town, hotels, offices, leisure, large scale retail, catering and a large bicycle garage.

When people are saying or expressing “I Amsterdam”, they are demonstrating a clear choice for the city of Amsterdam. I Amsterdam shows the pride, confidence and dedication. I Amsterdam is a personal endorsement for the city. (I Amsterdam, 2013)

Author’s think that “I Amsterdam” is a very strong and well made brand that has helped Amsterdam develop it’s tourism and business cooperation. The brand has good interaction with all stakeholders that are present in Amsterdam city.

The Plantage Amsterdam is collaborating between sixteen different institutions in the eastern part of the city. Some museums, theatres, green parks, cafes and restaurants make the Plantage the most different and special district of Amsterdam. (The Plantage, 2013)

1. De Appel arts centre
2. ARCAM
3. Gassan Diamonds
4. Hermitage Amsterdam
5. Hollandsche Schouwburg
6. Hortus Botanical Garden
7. Jewish Historical Museum
8. Museum the Rembrandthouse
9. Royal Theatre Carré
10. The Amsterdam Music Theatre
11. Natura Artis Magistra
12. Portuguese Synagogue
13. Het Scheepvaartmuseum, The National Maritime Museum
14. Tropenmuseum
15. Science center NEMO
16. Dutch Resistance Museum

There is a strong relationship between the stakeholders who have a common marketing and promotion plan for the area. A map of the area is available and can be found at the place of every member of the Plantage collaboration, they also own a website and on Facebook page to communicate actions undertaken and events organized. For example, there is the “Plantage Sunday” This is an event in where all the institutions from the Plantage organize special events.



In 2011, the stakeholders of the Plantage signed a agreement for sustainability. Since that time, all institutions work together to make the Plantage sustainable. The agreement was made to encourage sustainable business and sustainable tourism in Amsterdam. The parties commit themselves in the next two years with the objective to reduce 3% of their CO2 emissions every year. In addition, there is cooperation on sustainable public agreement like energy, waste, paper and food & drink. The Participants meet regularly to exchange knowledge and experience on sustainable technologies and innovations. All this to make the Plantage Amsterdam in all respects a real green museum district to stand.

The high community feeling in the Plantage reflects in the relationships between stakeholders. Indeed bars, cafes and restaurants work together to organize parties or events in the neighborhood. Hotels and restaurants promote the main attractions of the Plantage with brochures and flyers. All the stakeholders are working together to attract more tourists and make the area well known for the public, although there are some residents who are not completely agree due to the fact of losing authenticity of the city and also because tourism simply might bring noise and litters to the street. The stakeholders together with the municipality are working in this issue and trying to make better tourism plan in the near future, and support sustainability to the maximum.

Tour operators are an important link between hotel and airlines because they provide trips including nights and flights. Nevertheless Tour operators are not as much interested in this area as they can be for the city center because the Plantage is more a residential area.

The strongest stakeholder in the area is the government of the city of Amsterdam. Indeed they control the development, allow constructions and licenses for restaurants or coffee shops, set prices. They have a strong power, even too much according to some local people interviewed. Local actors are also important because they care for their area concerning sustainability; they maintain the Plantage as a “green recreational neighbourhood” like residents.

#### **4.1 The stakeholders´ Network**

On the micro level, in the Plantage, there is a good relationship and collaboration between all the stakeholders. They have official and unofficial links. There is an official collaboration which can be related to the marketing plan in the Plantage area. All the actors are working together to promote the area and have a common plan concerning sustainability. There are also unofficial links between actors, which means that there is no contract between them but just spontaneity links; they promote each other with flyers in hotels, restaurants, shops and attractions. The residents also play an important role at the macro level because they meet the tourists every day and contribute to the attraction of the area.

On the meso level, which is at the level of Amsterdam, the area is related to the city for laws and regulations, for example concerning drug consumptions; and also the Marketing plan of I Amsterdam (explained before) has an important role. The Plantage area takes advantage of all the promotion made by the city and the events organized.

On the macro level, the area is connected to transportations such as national and international train companies, airline companies, airports etc. The area is also connected to some tour operators that organized tours including a visit or a night in Amsterdam and in the Plantage area. The Plantage is also connected to the UNESCO because of part of the areas are protected as a world Heritage. (<http://whc.unesco.org/en/list/1349>)

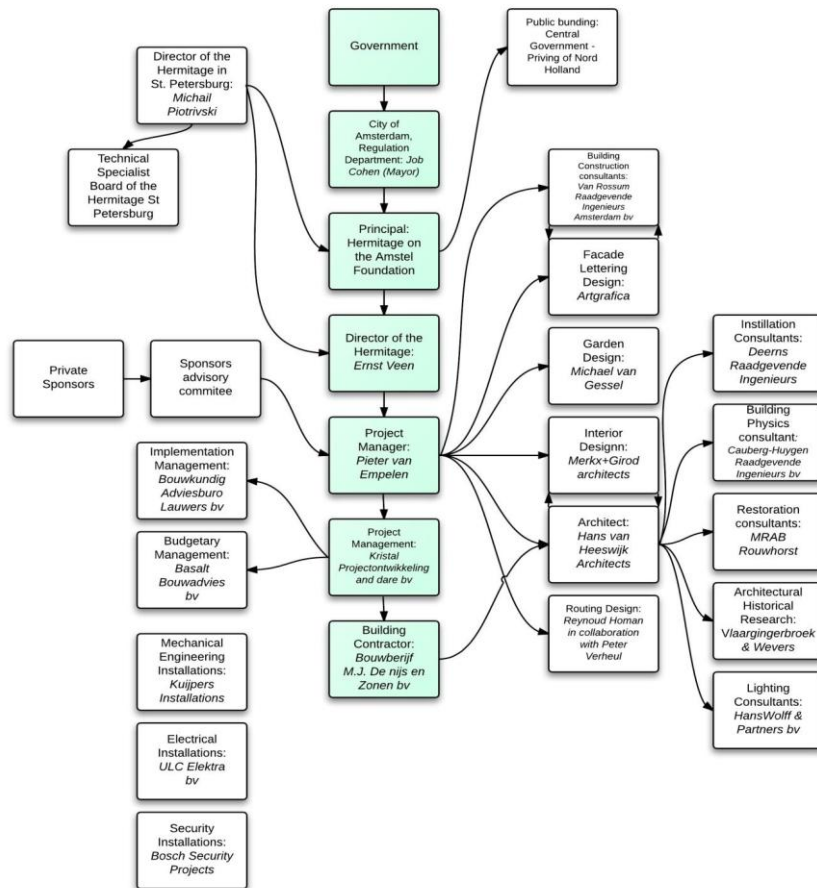


Figure 4 (Own elaboration)-The picture shows the conceptual framework of the main attractions of the Plantage area. The principal stakeholders and how they are linked. Source ( I Asmterdam,2013).

## **5 Tourism Market Segments**

There are three kinds of tourists visiting the area of The Plantage, According with the classification Psychocentric, Allocentric and Mid-centric tourist. (Stanley Plog's, 1973).

The motivation to travel is the key to identify tourists in The Plantage. The first kind of tourist, the psychocentric person come to a destination to see the main attractions and does not care about the authenticity of the place, about meeting the locals or learning more about the history of the area. For example, the psychocentric tourist comes to Amsterdam to visit the Red light district and to go to coffee shops. In the case of the Plantage area the psychocentric tourist comes to visit the Hermitage museum. Then there are tourists that seek the remote areas and real local life. The kind of tourist that wishes to experience different cultures, arts and lifestyle are called allocentrics. Finally, somewhere in between these two is mid-centric.

In The Plantage area, the allocentric tourists are interested in walking around the zone, meeting the inhabitants of the area and trying the wide range of restaurants providing local specialties or international food. The mid-centric tourist also visits the main attractions, but might even walk a bit around the neighborhood, while they are there.

The results of the questionnaire that was administrated within the area of the Plantage, especially near the main attractions like the Hermitage, the Zoo, the Resistance museum or the Jewish historical museum shows that most of the tourists come to the Plantage mainly for its culture (46,66%) and most of them quoted the Van Gogh museum. This observation confirms that there are many psychocentric tourists in The Plantage.

Nevertheless, many tourists seemed to be interested in other attractions because they quote some others like the Jewish historical museum or the Portuguese synagogue, which means that people are also interested in the history of the area.

It can be noticed that people do not know a lot about all the attractions the area has to offer, many of them said that they did not have obtained enough information. This observation shows that people do not tend to walk around the Plantage area to see what the area has to offer. So there are no many allocentric tourists, although some tourists have been seen lost in the remote streets of the area.

## **6 SWOT Analysis**

In the context of a high competition in the tourism industry, Amsterdam and The Plantage area has to carry out constant analysis of their positioning in the market. The city of Amsterdam has a good position in the tourism market in the world, but still needs to compete with many other destinations which attract the same potential tourists. In order to carry out a good analysis the area has to identify its strengths and weaknesses as well as the opportunities and threats of the environment. The method used to identify the position of an area in the

market is the SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. This tool will help to understand the current situation concerning economic, social, politic and environmental aspects in the area and it will also lead to suggestions for a better future as far as tourism is concerned.

### **Strengths:**

- A well-known heritage

The area includes a part classified in the list of the UNESCO world heritage, the zone located between the canals.

- Proximity to centre of Amsterdam

The area is well located because it is close to the city centre of Amsterdam, one of the most popular tourism destinations in Europe; it is easily accessible by public transports (bus, tram) so the area can capture many visitors who come to visit the famous tourist destination which is Amsterdam.

- Many facilities

The area offers a wide range of facilities to make the visit easier, there are many restaurants, bars and cafés as well as accommodations to keep visitors within the area.

- A quiet and green area

The Plantage is a remote area away from the principal tourist flows, which makes it quite and pleasant to walk around. Moreover the zone is one of the greenest part of Amsterdam which is a competitive advantage compared to the crowded city centre.

- History of the area

The area has a particular history which makes it interesting to visit. Indeed the zone includes the former Jewish quarter where people were living before being deported after the Second World War. The area is still known for its history because of the Portuguese synagogue, the Jewish museum and memorial. The area had an important role during the Second World War and more knowledge can be found at the resistance museum in the Plantage area.

- Attractions for different targets

The area can attract different kind of tourists because it offers a wide range of attractions. For example, there are special attractions for children (tun fun, children Jewish museum) which make the area children friendly. There are many green spaces for people looking for being close to nature as well as the zoo and the botanical garden. The Hermitage and the Jewish quarter attract more people who want to learn more about culture and history. Finally the tattoo museum also attracts a different kind of tourists.

- Collaboration of actors

The Plantage area has a special marketing plan and many actors and stakeholders are collaborating and working on the same objectives, which make them more efficient and powerful.

- The policy of the municipality

The municipality of Amsterdam has invested a lot of money to extend tourism in order to avoid the saturation of the tourism market. The plan includes the extension of the hotel capacity, increasing the number of attractions and opening more museums. The plan profits to the Plantage area which is developing more and more attractions and facilities to attract tourists.

- Multilingual actors

Most of the actors in the Plantage area can speak English, in restaurants, hotels and attractions tourists can make themselves understood easily, which is an advantage for the tourism industry. Communication is easy between tourists and local actors.

Weaknesses:

- A lack of accommodations

There are not many accommodations in the Plantage area compared to the city centre and it makes it more difficult for people to stay within the area. The area could attract more tourists if it provides more places to stay, and more ranges of accommodations, indeed the area only has a few cheap accommodations and two or three star hotels but not any luxury hotel, which can make them lose an interesting target.

- Undiscovered touristic area

The area is a new tourist zone because it is not so popular compared to other areas of Amsterdam such as Museum square and Leidseplein. For this reason it does not attract too many tourists.

- A lack of information

There is no tourist information office in the area; it is difficult for people to obtain information about the attractions on the spot. Moreover, interviewing people we realized that many of them got lost easily in the streets; there are not enough indications for tourists.

The Carre theatre is mainly for Dutch speakers because the plays are not provided in English. People can find little information in English only on the website but not in the flyers.

- Not enough shops for tourists

There are no merchandising shops for tourists in the area except at the Hermitage.

- Prices

Prices are very high, especially as far as attractions are concerned, they could attract more people if the attractions were not that expensive.

## Opportunities:

- Brand of Amsterdam

Amsterdam has a good Brand Amsterdam which very well-known and it is in development.

- A mix of the old and the modern

Amsterdam is joining oldness and modernity; there are historical buildings such as the synagogue or the Jewish memorial and modern building.

- Good promotion and communication tools

A lot of worldwide known events are organized, which helps to promote the city of Amsterdam. They are improve Advertisements

### Market flows

The city of Amsterdam attracts a lot of tourists.

- Growth of tourism

The number of tourists is constantly increasing and they plan to attract even more people in 2013 with a good communication plan.

Multilingual of the population: everyone speaks at least English and it makes easier the communication for tourists, stakeholders...

- A city with a good communication

Amsterdam is well communicated with the rest of the world with a good airport Schipol and a good communication by train as well with the main cities in Europe.

## Threats:

- The crisis

The global crisis is the main threat for the tourism industry, people have less purchase power

- A tough competition

Amsterdam has to compete with many other destinations such as Berlin, Paris, London, and Barcelona.

- The seasonality

There is a high dependence on seasonality; the tourist flow is very important during the week end and lower during the week.

- Regulations about drug consumption

The weed pass, some regulations about soft drug consumptions could affect the number of visitors in Amsterdam

- Overcrowdings of Amsterdam

The city is getting more and more crowded, the attractions, the traffic in the streets and this could get people away and create a bad image of the city.

- Prejudices about Amsterdam

Many people have a bad image of the city because of legalization of soft drugs and prostitution.

## 7 The Destination Lifecycle

Concerning tourism, the term destination becomes ever-present; however, it is not always clear what a destination is. The destination could be a hotel, a city, a region, or a country. In this case the destination is a small area inside a big one. The Plantage area is just a small area of the city of Amsterdam like a destination.

Bierman (2003) defines a destination as “a country, state, region, city or town which is marketed or markets itself as a place for tourists to visit.” The area could be sold in different ways; in our case the area is sold as a cultural and historical tourist destination, which makes its difference from the rest of Amsterdam.

Like all products, destinations have a lifecycle. Butler proposed a widely-accepted model of the lifecycle of a tourist destination (figure 5). The basic idea of Butler’s 1980 Tourism Area Life Cycle (TALC) model is that a destination begins as a relatively unknown and visitors initially come in small numbers restricted by lack of access, facilities, and local knowledge, which is labeled as (Exploration).

In the case of the Plantage area, people are discovering this part of Amsterdam, tourist arrivals are growing rapidly despite the crisis because the area is developing in terms of facilities, promotion, and communication, so we can say that the area is in development. The rise from Exploration to Stagnation often happens very rapidly, as implied by the exponential nature of the growth curve.

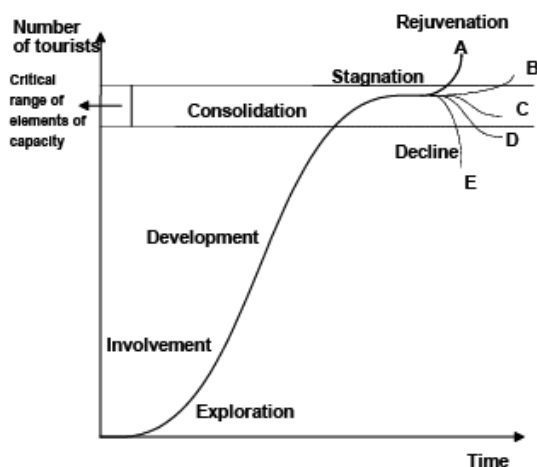


Figure 5 : Source: <http://tinyurl.com/atm4qqq>

## 8 Special Regulations

The Dutch have divided drugs into two groups, depending on their influence on human health –soft drugs and hard drugs. Hard drugs as cocaine, LSD, morphine, heroin are forbidden in the Netherlands as in any other country. (Dutch News, 2012)



Soft drugs as cannabis in all its forms (marijuana, hashish, hash oil) and hallucinogenic mushrooms (so called magic mushrooms or paddos –from Dutch: paddestoel -mushroom) are legal under condition of so called “personal use”. As a result smoking of cannabis even in public, is not prosecuted as well as selling it although technically illegal under still valid Opium Act (dating from 1919, cannabis added as drug in 1950), is widely tolerated provided that it happens in a limited, controlled way (in a coffee shop, small portions, 5 grams maximum transaction, not many portions on stock, sale only to adults, no minors on the premises, no advertisement of drugs, the local municipality did not give the order to close the coffee shop). (Dutch News, 2012).

The development of new areas like The Plantage, could help to the image of the city of Amsterdam in order to diversify its offer. As I mentioned before during years a lot of visitors who visit the city mainly due to the drugs consumption allowance. This new area offers a new and different activities and it could generate a growth in different market segment, who visit the city with other proposes.

## **9 Conclusions**

It can be concluded that the Plantage area is different from other parts of Amsterdam due to its green and quiet atmosphere. It focuses on the cultural and historical tourism. The Plantage is more a residential area. The area is in the development phase and growing with tourism infrastructures, facilities and promotion. This will lead to future growth in tourism sector. This area is the most sustainable tourism wise and most environmental conscious of whole Amsterdam. There is a strong relationship with the stakeholders which makes the sustainability plan work even better, because when all of the stakeholders have one goal it can only be good for the area.

From my findings I have concluded that tourists are satisfied with their visit in the area. The main tourist markets are families, and couples interested in culture and history. According to the observation and questionnaires, the main tourist market in this area is mainly national and European tourists. The tourist perception and satisfaction is quite high about this area, because around 85% percent of the respondents were satisfied and very satisfied.

The future plan of Plantage area is to provide more touristic information for tourists to help them get around the area such as: maps, and information in English. Another point is to diversify the tourism in the city and to get more tourists to leave the city centre and explore more of the canals areas, but that might lead to a disagreement between residents and tourism development planners in the future because some of the residents that were interviewed want to maintain the Plantage area residential and quiet.

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