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Introduction

In a world where travelling is easier and places are more accessible through technology amongst others, tourists have many destinations to choose from. Destinations are aware of this and actively promote themselves for a good position in this competitive market. Because of the globalizing world where everywhere is closer and looking more similar, cities have to compete harder with other cities to attract visitors. Some argue that smaller destinations should cooperate and collaborate on tourism promotion and in so doing lessening their promotional costs and enhancing their advertising qualities (Naipaul et al, 2009).

This thesis deals with tourism promotion strategies from a marketing perspective. Brochures, websites and other promotional tools used by tourism organizations of small Dutch cities will be analyzed. What images do they want to send to potential tourists? How do they position themselves in the tourism market and how do they distinguish themselves from other cities?

The main question is:

In a world where tourists can choose almost any destination they want, how do small cities in the Netherlands approach tourism marketing and what are their strategies?

Tourism marketing and promotion is essential in order to attract visitors. The task of marketing is to provide real value to targeted costumers, motivate purchase and fulfill consumer needs (Kotler et al, 2006). This thesis will take a look at how small Dutch cities, Schiedam, Delft and Gouda approach tourism marketing and promotion and other strategies to attract visitors.

In chapter one, important terms are explained along with strategies and tools for tourism and city marketing. The method used here is literature review. The importance and advantages of collaboration in tourism by cities and places is explained.

Chapter two elaborates on the methods used to find answers to the main question.

Chapter three then deals with tourism in the Netherlands and the province of South Holland as all cities analyzed are located in this province. What are the images visitors have of the Netherlands, what strategies are used by the main tourism organization for the Netherlands (NBTC) and South Holland and what images do the NBTC and the province of South Holland broadcast? This chapter will also present statistics on tourism in the Netherlands and in the province of South Holland. The chapter closes with trends in tourism in the Netherlands and the focal points for tourism strategies for the future.

In chapter four, information about tourism in the cities of Gouda, Schiedam and Delft is provided. A short introduction of each city is given along with some tourism statistics and information about tourism organizations. Also collaborative efforts on tourism between each city and other cities and/or organizations are examined. Policy documents and other important documents about ambitions, visions and goals for tourism are analyzed to find out what the plans and strategies for tourism marketing are.

In chapter five all the websites with tourism information and all brochures provided by the cities will be analyzed to get a clear view of what images these cities project, whether they focus on

target groups, correctness of the websites and more. The thesis closes with the conclusion with the answer to the main and sub questions.

Chapter 1 Tourism and city marketing

'In the past demand for tourism and thus tourism growth was so great that competition was not a concern. Today throughout the world, thousands of investors, public and private, are developing new tourism areas and market specialists are discovering that travel markets are not as simple as they once were considered' (Gunn, 2002 p.8).

City marketing

There are many strategies behind tourism promotion and city marketing and each tourism destination uses its own strategies to attract tourists. Since 1980 municipalities started to show more interest in the strategic side of the recruitment of visitors, companies and residents and the term City marketing came in vogue (Hospers, 2009). City marketing can be described as 'a long term process and/or a policy instrument consisting of different, coherent activities targeted on attracting and keeping specific target groups in a specific city' (Hospers, 2009 p. 12). The term is based on the idea that each city has its own identity and that it's important to identify this identity and the city's essence. For tourism this means that tourism planners have to plan for the development of these special features that will appeal to markets (Gunn, 2002). City marketing means designing a place to satisfy the needs of its target markets, city marketing is successful when citizens and businesses are pleased with their communities and meet the expectations of visitors and investors (Kotler et al, 1993). Padişon (1993 p.341) states that city marketing is aimed at a series of different but related objectives: raising the competitive position of the city, attracting inward investment, improving its image and the well being of its population. City marketing has many target groups as it caters to a wide variety of publics (including tourists), clients (firms, local population) and fund providers, including higher levels of government (Padişon, 1993 p.341).

Kotler et al (2006,p.13) define marketing as 'a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. Sellers have to search for buyers, identify their needs, design attractive products, promote them, deliver them and set prices'. Promotion is one component of marketing and involves developing and spreading persuasive communications about the (tourism) products (Kotler et al, 2006 p.501), in this case of the city as a tourism destination. Tourism promotion is a major policy and program activity of many nations, provinces, states, governmental developments and businesses (Gunn, 2002). Promotion for tourism usually encompasses four activities: advertising (paid), publicity (unpaid), public relations and incentives (gifts & discounts) (Gunn, 2002). The means of promotion (brochures, guides and tourists offices among them) are an active and open way of providing information to tourists.

A lot of money is spent on tourism promotion and therefore it is important to identify and clearly state what is being promoted. The city needs to make a decision and focus on its main qualities, whether these are its attractions, its infrastructure, its events, cultural facilities or other qualities. Governments spend billions of dollars annually on promotions to attract visitors, therefore all promotional planning must be closely integrated with all other supply-side planning and development (Gunn, 2002 p.58). Tourists will not be attracted to a city if it is unsafe, hard to get to, dirty etc. If a city wants to promote tourism, its basic infrastructure needs to be developed.

Increasingly cities rely on four broad strategies to attract their target groups and these strategies are; image marketing, attractions marketing, infrastructure marketing and people marketing (Kotler, et al 1993).

Image marketing requires the place to hire an advertising or public relations firm to identify, develop and disseminate a strong positive image for the place (Kotler et al, 1993). This image must be valid and it must be communicated through several channels if it is to succeed. Images aren't easy to develop or change and they require research into how residents and outsiders see the place. Kotler et al (1993 p.141) define a place's image as 'the sum of beliefs, ideas and impressions that people have of a city and images represent a simplification of a large number of associations and pieces of information connected with the place'.

Attractions marketing can be a strategy for cities that have interesting and famous attractions such as a famous museum, theme park, zoo etcetera. The city can focus on these attractions and thereby focus on visitors interested in these kinds of attractions. Many cities are searching for new attractions to add in order to expand its attractions supply and thereby their visitors. Examples are stadiums, giant convention centers, museums and major shopping areas.

A city can also use its modern and super efficient infrastructure to grab potential visitors' attention. For cities to be able to promote their infrastructure the transportation system has to be efficient, the city has to be safe and good hotels and restaurants must be available. These are just some examples.

People marketing is another strategy cities can use and involves focusing on the good qualities of its people. The perceived character of a city's people is important to take into account when selecting target markets, especially if a city decides to focus more on image and people marketing. Places need to encourage their citizens to be more friendly and considerate of visitors and new residents because a place with good infrastructure and many attractions will still be unsuccessful if visitors perceive its people in a negative manner (Kotler et al, 1993).

A tourism bureau or government must decide whether they want to attract a mass market of low spending and short stay tourists or a smaller market of high spending, longer staying tourists (Kotler et al, 1993). Another issue to think about is how much they want to spend on attracting tourists from their own region, from other regions within the country and from other countries (Kotler et al, 1993). Especially cities with limited funding need to focus on target groups as they cannot invest in attracting all types of visitors.

Mediums and tools for tourism marketing

One of the most influential factors when purchasing a tourism product is information about the supply and services. Tourists differ in the information sources they use. Entrepreneurs and promoters need to know what to include in their promotional products such as brochures, guides and websites in order to influence potential visitors' decision (Molina & Esteban, 2006 p.1038).

Slogans, themes and positions, visual symbols and events and deeds are all instruments to attract attention of potential visitors (Kotler et al, 1993). However behind the 'picture' there needs to be

a convincing story, a city needs to have a general story but specific stories can be created per target group (Hospers, 2009). Each city has local facts, figures and feelings that can be transformed into a story of a few sentences. The visual symbols need to be consistent with the slogans, themes or positions; otherwise it undermines the place's credibility. Tourism destination marketers seek to establish, reinforce or change image, their goal is to match to the greatest extent possible the promoted image and perceived image (Mackay & Fesenmaier 1997, p.537). Mackay and Fesenmaier (1997) elaborate on the importance of pictures in promotion materials. Mackay & Fesenmaier (1997 p.538) state that pictures not only present the product (destination) but can also communicate attributes, characteristics, concepts, values and ideas. Since tourism is uniquely visual, photographs are considered vital in order to successfully create and communicate an image of a destination. The implications and impact of promoted images can affect tourists through the creation of expectations and the desire for image verification (Mackay & Fesenmaier 1997, p.541).

It's not only promoters that have an impact on destination images, but also the visitors. Ashworth and Dietvorst (1995) refer to the transformation model to explain the continuing transformation of the original tourism-recreation resources. This model indicates that not only the producers (including promoters and city marketers) shape tourism products but also the consumers (visitors). The model focuses on two types of transformations by producers and consumers, material and symbolic transformations. Producers transform the original resource (material) by direct actions. They transform the city or landscape for example by building facilities, constructing cycle paths and by transforming historical buildings into restaurants or museums. As already stated tourists will not be attracted to a city if it is difficult to access. If a city wants to promote tourism, its basic infrastructure needs to be well developed. All kinds of public authorities, entrepreneurs, private organizations and local communities are involved in this process (Ashworth and Dietvorst, 1995). Producers don't only transform the physical environment but also its meaning. This is done through coding; producers try to manipulate the consumer market by labeling attractions as being romantic, beautiful, worthwhile, etc (Ashworth and Dietvorst, 1995).

Consumers also transform the tourism product through their interpretations (symbolic transformation). Consumers (visitors) are on a quest for authenticity but their motives, needs, preferences etc. are influenced by advertisements, recommendations of friends and family and former experiences (Ashworth and Dietvorst, 1995). Consumers also transform the physical attributes of the tourism recreation product (the material transformation). This is done through deterioration of historic monuments, erosion in vulnerable landscapes, traffic congestion and all kinds of environmental impacts on the tourism product.

The destination marketing organization (DMOs) communicates destination images through promotion. City marketers and DMOs can use several broad influence tools to promote the city to its target markets. The major influence tools are (Kotler et al, 1993 p.166-169):

- Advertising: the use of any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor. Advertising is public (many people receive the same message), pervasive (multiple repetitions of the message), dramatic (dramatizing the place) and impersonal (advertising does not provide dialogue with the

audience). It is an efficient way to reach many buyers at a low cost per exposure and it might have an effect in sales simply through its presence. There are three objectives of advertising: to inform, to persuade and to remind. Informative advertising is used when introducing a new product or when building on primary demand. Persuasive advertising becomes more important as competition increases and the objective is to build selective demand. Reminder advertising keeps consumers thinking about the product, through newsletters, postcards and thank you cards for example.

- Direct marketing: traditional tools used are telephone and (e-)mail. This strategy involves businesses calling and mailing potential visitors and informing them about the city and what it has to offer. Advantages of this type of marketing is that marketers can immediately measure response percentages, it has targeting efficiency, message customization, interactive quality, response measurement and relationship building.
- Sales promotion: this offers an incentive to buy the product, the product being a trip to the city and visiting its attractions. Tools include: coupons, contests, premiums and the like and these can be offers through mail, email, in magazines newspapers etcetera. Three advantages include: communication (provide information that lead to more interest), incentive (marketers incorporate some recognition, encouragement or contribution that gives value to target audience) and invitation (marketers include a distinct invitation to engage in immediate transaction).

Kotler et al (2006 p. 541) state that modern marketing is more than developing a good product, pricing it attractively and making it available to target costumers. Companies (in this case, cities) must also communicate continuously with present and potential customers. This communication can be done through traditional media (newspapers, radio, telephone, television) as well as through newer media forms (such as computers, fax machines and cellular phones) (Kotler et al, 2006 p.541). Marketers choose among these major media channels by considering the following variables (Kotler et al, 1993): target audience media habits, products or service, message and cost. The budget determines the manner in which a city can communicate with visitors and what types of channels it can use to promote itself. No matter the size of the budget, advertising can only succeed if its message captures the attention of the audience and is well communicated. Today's advertising messages must be well planned and more imaginative, entertaining and rewarding to costumers due to advertising's high costs and cluttered advertising environment (Kotler et al, 2006). After deciding on which media type to use for tourism promotion, marketers need to choose a specific media vehicle. If the media type chosen for a promotional campaign is a newspaper, the next step would be to choose the specific newspapers in which the ads will appear. This decision is made taking into account the product that delivers the best reach (audience size), frequency (of exposures) and impact for the money (cost per thousand persons it reaches).

There are however skeptics about actively promoting a city. Hospers (2009) is of the opinion that instead of promoting itself it is better that the city be praised by others. The city as the sender of promotional messages is biased, because their intent is clear. Being praised by others through free publicity can have more impact on visitors' choice because visitors have confirmation that the

city indeed is a nice place to visit. Praise from a third party is more credible and effective than campaigns and also cheaper (Hospers, 2009), however in this type of promotion the city marketer has no influence in the message that is being broadcasted or the media and reach. A city can take matters into its own hands and approach media for free publicity. Even if there is no news to share cities can use themes that relate to free publicity such as numbers (number of visitors reached for instance), deviations (rare happenings), actualities and amusements. Cities can also receive attention from the media by participating in contests for example, the contest to become the culture city, the city with the best city center etc. Moreover cities can think of ways to promote themselves in a very original manner through guerilla marketing for example. Guerrilla marketing campaigns are unexpected and unconventional, potentially interactive and consumers are targeted in unexpected places. This type of marketing involves unusual approaches such as intercept encounters in public places, street giveaways of products, PR stunts, in short, any unconventional marketing intended to get maximum results from minimal resources (Wikipedia, 2010).

In this thesis we will focus our attention/examine two types of media, brochures and the internet (including tourism websites and social media).

Brochures

Brochures are one way for tourism organizations to promote their city or product. A brochure is a form of printed promotional material designed to communicate with existing or potential tourists. Iordache et al (2009, p.154) refer to a brochure as a standard tool of communication in the course of interest providing potential tourists not only awareness of the existence of destination, but also information, knowledge and desire to purchase travel products.

For many small attractions or small destinations the brochure might be the only form of paid promotion used (Wicks & Schuett, 1991 p.302). One advantage of the travel brochure is its relative permanence as a communication tool. If the consumer keeps the promotional piece, it may serve as a long-term reminder or reference. It may also be passed in to others, multiplying its effectiveness. One disadvantage might be that most brochures are directed to the widest possible audience and not towards specific target markets (Wicks & Schuett, 1991).

There are three types of brochures: informational, promotional and lure (Molina & Esteban, 2006/ Migas et al, 2008). Informational brochures provide mainly practical information and are directed at visitors already at the tourism destination or on visitors that already decided on the destination. Informational brochures are for example directories and travel guides which are mostly descriptive. Promotional brochures are aimed at selling an attraction or business. Lure brochures at aimed at promoting a destination area.

To be considered effective tools for destination promotion, brochures should aim for certain objectives, these are: satisfaction, influence on destination choice and image formation (Molina & Esteban, 2006 p.1037). Brochures need to satisfy the potential visitor by being pleasant, inviting, interesting, easy to remember, offer broad information and more (Molina & Esteban, 2006). A brochure needs to be developed in such a way that it can influence destination choice. There are

some features that play a role in the level of influence that a brochure can have on the destination choice: brochures have to have an appealing and repetitive format, be convincing, important, easy to remember, contain good quality photographs and also be inviting. Incentives should also be incorporated in order to be more influential on destination choice. Brochures that are successful in image formation are those focused on visual aspects. Taking these findings into account Molina and Esteban (2006) conclude that brochures should be designed with one of two basic functions in mind; to provide practical information for the planning process and/or to establish an image of the destination as a viable alternative when planning future trips.

Based on their findings, Molina and Esteban (2006 p.1051) give some suggestions for the use and design of brochures:

- It is important for DMOs to establish some criteria (such as number of photos, type of maps etc) for brochure design in order to adapt brochures to the specific needs of tourists and improve their appeal and efficacy in forming images.
- Brochures with the main objective of image generation should create the sensation of an interesting and wonderful place. When the main aim is to influence choice, they should be specially attractive and appealing convincing and important. They should also include good quality photographs and be easy to remember.

Iordache et al (2009) also provide elements that need to be taken into account when designing a brochure. These elements coincide with the requirements provided by Molina and Esteban. They add more criteria such as; brochures should be written in several languages and the text should have an equal role to that of photography. They also state that a single carefully chosen photo is worth more than a set of small photographs, which distract the attention of the receiver.

Migas et al (2008) are of the opinion that new and emerging technologies can help improve personalization of brochures at a lower cost than that of conventional tourist brochures. They refer to tourism brochure customization as an emerging innovation. This innovation can extend the brochure's conventional use of just being informative and adapt it to customers' preferences. The customized brochure can be seen as a compact information package about the destination, based on each customer's personal preferences and expectations. Customization is attractive to customers because it reduces search costs, reduces the amount of information they receive and allows them to include their preferences into the finished product (Migas et al, 2008). It is also attractive for marketers because it can lead to higher levels of customers' satisfaction and can reduce marketing costs.

Traditionally, destination marketing organizations used travel brochures as their main marketing instruments, to enhance awareness of their destinations, provide information and generate desire to purchase. Migas et al (2008, p.238) state that with the advent of the internet more emphasis has been placed on electronic media advertising, but the tourist brochure is still widely used for the distribution of information, despite printing costs and postage costs and the growing sophistication of tourism websites. Consumers still have more trust in printed material compared to website content (Migas et al, 2008 p.239).

The internet, tourism websites and social media

An important medium for information search for travelers, at least in the last 10 to 20 years, is the use of internet. A study showed that about 95 percent of web surfers use the internet to gather travel related content, about 93 percent indicated that they visited tourism websites when planning for vacations and nearly half said email was used to gather information (Pan & Fesenmaier, 2006 p.810). Travel and tourism is a very fragmented industry and an information-rich business, which makes it especially receptive for the benefits that the internet offers (Gretzel et al 2000 p.147). Gretzel et al (2000 p.147) state that online advertising, like traditional forms of advertising, attempts to disseminate information, it differs from other media by enabling consumers to interact with the advertisement.

Traveler's seeking information use official tourism websites and increasingly social media to gather information on their destination. It is therefore essential that tourism organizations have an accessible, attractive and correct website and that they keep visitors up to date on events and celebrations for example.

The internet has reshaped the way tourism related information is distributed and the way people plan for travel. Two big trends have emerged in recent years according to Xiang and Gretzel (2010). First, social media have gained popularity amongst travelers searching for information online. Many of these social media, like Twitter, Facebook and YouTube, assist consumers in posting and sharing their travel-related comments, opinions and personal experiences. These then serve as information for other (potential) tourists. A second trend is the increasing popularity of web searches (through search engines such as Google). According to Xiang and Gretzel (2010) travelers use these searches to find relevant information and they have increased in popularity because they provide a focused tool for navigating the enormous amount of information available on the internet. This means that tourist destinations must have a major portal Website as the gateway to the destination (Rita, 2006) in order to stand out in web searches.

The content of web pages is extremely important for websites of DMOs, because it directly influences the perceived image of the destination (Gretzel et al, 2000 p.150) and creates a virtual experience for the consumer (Doolin et al, 2002 p.557). It is therefore crucial that content is accurate, attractive and easily searchable. Gretzel et al (2000p. 150) are of the opinion that the goals of creating a website and the characteristics of the targeted users are the factors that should guide the design.

Rita (2006) believes that a properly designed website can facilitate traveler's planning, help to ensure they make the right choices and have an enjoyable experience. It can also serve as the distribution point for all the services they will need as they plan their vacation. Rita (2006) states that due to emerging globalization and concentration of supply on the internet, tourism organizations need to come up with new internet marketing strategies to grab visitors' attention. Rita (2006, p.692) made a list containing key components tourism destination websites should provide. The website should include information on four core areas;

- How to get there
- Getting around
- Places to stay
- Things to do

There are other criteria a tourism organization should take into account when designing its website. The most important part of the website is its homepage, this is the destination's 'storefront' in the World-Wide-Web marketplace (Rita, 2006). 'Creating a website is one thing, getting people to visit the website is another' (Kotler et al, 2006 p.698). Kotler et al (2006) claim that the key to get visitors to visit the website is to create enough value and excitement. The key challenge is to design a website that is attractive at first view and interesting enough to encourage repeat visits (Kotler et al, 2006). Rita (2006, p.693) provides criteria for how the website should be organized. The criteria, if used, do provide that the website has value and is exciting, yet Rita (2006) fails to elaborate on what the criteria are based on. According to him, the website should be organized into several main sections, including;

- A section about the DMO (Destination Marketing Organization) with the main visions etc.
- Information on tourism products and services by using video clips, audio, photographs and texts that describe the benefits of visiting the destination.
- A list of FAQ.
- A site must provide the consumer with options for online booking, albeit by providing links to booking and reservation facilities.
- The DMO needs to connect with its visitors and this can be achieved through interactive request form, guest book or survey. Getting users to sign up on an emailing list is also a great way to stay in touch.
- A section on 'What's new' can allow the DMO to put updates or newsletters.
- A site can add more value by offering free giveaways such as postcards, wallpapers and screensavers.

Kotler et al (2006) found that web users are quick to abandon any website that doesn't measure up to their expectations, and Gretzel et al (2000) point out that internet users are far from being a captive audience, one can easily go to another site if it does not meet customer needs and expectations. This means that tourism organizations have to update their websites constantly to keep them current and interesting. To attract new web visitors (and thereby potential city visitors) and to encourage repeat visits, a tourism website has to be (Kotler et al, 2006 p.699):

- Trustworthy and accurate, the website should provide the best offers and the photographs should be an accurate reflection of the destination.
- Responsive to the user's needs, by being easy to navigate through allowing users to quickly find the information they need. Users should be able to find what they need in three clicks.
- Effective websites have to contain deep and useful information, interactive tools that help users find and evaluate products of interest, links to other related sites, changing promotional offers and entertaining features that provide excitement.

Another important factor to take into account when designing a website is its layout. The layout of a website is important because this is what grabs users' attention and makes them interested in visiting the tourism website and might lead to a visit to the destination. Rita (2006 p.693) provides some key points for the layout;

- The graphics on the home page need to look inviting, the best combination is a single sparkling graphic combined with text. The author doesn't specify what he thinks is a sparkling graphic, but one can assume it is an interesting graphic that adds value to the tourism destination.
- The background color should complement the text and not overwhelm it.
- The page title is very important because this is what shows up in search engines. The title should be descriptive using keywords that people might use to be able to find the DMO.
- A small graphic at the top of each page as well as textured and colored backgrounds help to unify the webpage.

Now that the importance and indications of a good tourism website are listed, we return to another popular phenomenon, that of social media. As already mentioned, social media is increasingly influencing and informing travelers seeking information online. A city can no longer only communicate through old media; they have to be present in the virtual world. Hyves, Twitter, YouTube etc. are all good ways to let people know what is happening in the city (Hospers, 2009). Xiang and Gretzel (2010) point out that social media can challenge marketing practices of many tourism organizations. Marketers strive to know how to provide attractive, persuasive and technologically sustainable marketing programs online, but they must also compete with consumer created content provided in social media websites. Marketers should keep a close watch on what is being posted and be ready to react to any negative comments. Understanding the structure and representation of the online tourism domain is important for tourism organizations because it enables them to improve or adapt travel-related information (Xiang and Gretzel, 2010). Marketers can respond to posts on social media. Potential visitors can gather information posted by strangers and this information can have an impact on their image of the destination. Social media also provides an outlet for free publicity, this is especially interesting as it resolves the concern addressed by Hospers (2009) a campaign is not necessarily credible and also costs a lot of money.

It will be useful for marketers to know what types of search queries generate more search results and/or what types of social media emerge as search results for a specific destination (Xiang and Gretzel, 2010).

Collaboration in tourism

Gretzel et al (2000 p.146) find that is difficult for most DMOs to keep pace with the evolution of new technologies, the emergence of innovative advertising strategies, the changes in the consumer market and the growing competition due to increasing globalization. DMOs often have to struggle with limited financial and human resources, a lack of technological expertise and time constraints (Gretzel et al, 2000).

Naipaul et al (2009) state that small destinations with limited resources and tourism products are motivated to adopt a collaborative approach in their marketing efforts by multiple factors, these

factors will be dealt with further in this chapter). In many cases it is difficult for a small city to promote itself professionally and therefore it is better to join the region, travel agents and leisure entrepreneurs (Hospers, 2009).

Naipaul et al (2009) are also of the opinion that bundling different destinations might be better for smaller destinations and communities. They state that small cities in one region should realize that they are interdependent and that they should work together to offer a total product that is attractive and satisfying in order to improve their individual positions in the marketplace (Naipaul et al, 2009). Tourists aim to maximize their travel benefits by visiting many destinations located in each other's proximity instead of restricting themselves to just one destination. Collaboration has many advantages but DMOs should be aware of the critical factors in the process of building and sustaining collaborative relationships, such as the motive for collaboration, factors facilitating or inhibiting collaboration and the outcomes from such collaborative activities (Naipaul et al, 2009).

Through in-depth interviews with key stakeholders and document analysis Naipaul et al (2009 p.470) found that the three counties they analyzed (Lorain, Medina and Wayne in Northeast Ohio USA) have three main motives for collaboration: enhancing tourism product portfolio, leveraging on each county's unique tourism products and cost reduction & efficiency. They can enhance their tourism product portfolio by combining their tourism products and thereby have more products to offer. This is particularly the case when there are commonalities in tourism products. They can thus leverage on each other's unique tourism products and bundle them and thereby offer more tourism products. Cost reduction can be achieved by splitting costs for example at travel fairs and splitting advertising and printing costs.

There are some facilitating factors that are required to establish a sustainable collaborative partnership, namely (Naipaul et al, 2009 p.471-472);

- Independent counties or locations with common philosophies for destination marketing.
- Homogeneity of target market; destinations should have similar products and these products must attract the same target groups for the most part.
- Geographic structure; in the case presented by Naipaul et al the counties were all located in agricultural areas and within considerable distances of each other.
- Common but complementary products; in the case presented by Naipaul et al the counties shared similar agricultural tourism products and services as well as unique tourism products which complement each other.
- Good personal relationship and constant communication. Naipaul et al found that formal and informal communication should be frequent for the relationships between involved parties.
- Fair share of benefits and responsibilities. Naipaul et al found that a democratic style, using voting process for major partnership decisions proved to be successful.

However DMOs should be aware of inhibiting factors, such as different priorities, different marketing directions, constraints of human/financial resources, perceived risk etc. Possible outcomes of collaboration between destinations include; a formal single marketing program, wider market reach, cost efficiency and a bigger economic impact in the region (Naipaul et al, 2009).

Wang (2008 p.164) states that 'collaborative strategy should be regarded as a means by which tourism businesses work together to minimize external threats and maximize shared opportunities for collective growth, rather than to confront the challenges of the future in isolation'. If the city is clearly part of a region, it is advisable to collaborate with neighbor municipalities and regional governments and to align their marketing activities (Hospers, 2009). This can save money and energy and can provide a clear message. Destinations can unite and pool resources to build a strong position and achieve a common cause for their respective destinations (Naipaul et al, 2009). This is particularly true in the current challenging economic times when state and county governments have major budget deficits and travelers have more financial constraints on travel.

Chapter 2 Method

Because of the globalizing world where everywhere is closer and looking more similar, cities have to compete harder with other cities to attract visitors. In this thesis we will take a look at how small cities compete in the tourism market. What are their strategies? Do they collaborate with other cities or regions to promote tourism? This chapter will shed light on the methods used to answer the main question:

In a world where tourists can choose almost any destination they want, how do small cities in the Netherlands approach tourism marketing and what are their strategies?

In order to find an answer the main question will be broken down in four sub-questions. These sub-questions will outline the driving factors for the tourism marketing approach of small cities. These driving factors cover the tourism strategies, the ambitions, the policies, the manner in which the cities present themselves and the degree of collaboration in tourism promotion.

But before we get to the sub-questions it is essential to define the small cities that will be used in this analysis of tourism approaches in small Dutch cities. For the analyses three small cities will be analyzed namely Schiedam, Gouda and Delft. The choice to analyze three cities was made taking into consideration the time constraints posed by the master thesis project. The choice to analyze these particular three cities was made because they are quite similar and this makes comparisons of strategies of their tourism promotion more relevant and comparable. Schiedam, Gouda and Delft are old cities, each with unique but similar tourism products. They are also smaller than other popular cities in the Netherlands such as Amsterdam, Rotterdam and The Hague and their population sizes are similar. Finally these cities are located in the same province, South Holland and they are all located in the vicinity of other big cities in the province, Rotterdam and The Hague. South Holland was chosen because of the big cities located in the province and because it borders with the province of North Holland where Amsterdam is located. The cities are thus surrounded by big cities and this makes it interesting to see how they stand out in the province.

SQ1. What are the tourism strategies of the Netherlands and of the province of South Holland? Information about the national tourism organization (NBTC) and the tourism organization for the province of South Holland (ZHBT) will be provided. These organizations are the most important tourism organizations for the Netherlands and the province of South Holland. Tourism statistics will also be provided to get a view of the scope of tourism in the Netherlands and South Holland. The websites of ZHBT and NBTC will also be analyzed to see how the three cities are presented by these organizations and whether this is in line with how the cities want to be projected.

SQ2. What are the policies, visions and ambitions of the cities regarding tourism?

This answer will be found by looking into the most recent (policy) documents. These documents are found on the city's website or through personal contact with the municipality or organization. All policy documents about city marketing, economy and tourism-related policies will be

examined. The aim is to find as much similar policy documents as possible for comparison purposes.

SQ3. How do the cities present themselves on the internet and in brochures?

Brochures and websites are two mediums that will be analyzed based on criteria provided in chapter one. The choice to limit the extensive analysis to just two mediums is due to lack of time and because these mediums are (easily) accessible for a wide public and therefore have the likelihood of reaching many (potential) visitors. The images on the websites and brochures will also be analyzed to see whether these coincide with the general images of the Netherlands (discussed in chapter 3) or whether the cities try to distinguish themselves by focusing on images that are unique. Another aim is to find out which cities use social media and how they use social media to promote the city.

SQ4. Do small cities collaborate with other cities, regions, organizations to promote tourism?

In chapter one it became clear that collaboration on tourism (promotion) can be advantageous for tourism destinations, especially for smaller destinations. This questions aims to answer whether the three cities collaborate with other cities, regions, organizations and the like, and what type of collaboration they engage in. The aim is to find out what the strategies are that cities use to promote themselves

This sub-question will be answered through information on the city's websites, (policy) documents and in some cases through interviews.

Analysis

Through this analysis the aim is to provide an answer to the sub-questions and in doing so to find an answer for the main question with the result of recommendations for best practices to the cities analyzed and other small cities engaging in tourism. The analysis will be done in phases corresponding to each of the four sub questions, with exception of SQ4 which will be analyzed in section 3 of the way in which the cities project themselves.

1. Analysis of the tourism strategies of The Netherlands and South Holland (SQ1)

The aim is to get a view about tourism in the Netherlands and in the province of South Holland. This information will be gathered through searching on the websites of NBTC, ZHBT, the Dutch government and the website of the province of South Holland. The aim is to find out what their visions for tourism are and what campaigns and policies are being implemented. Important documents found on these websites will also be analyzed.

2. Analysis of the tourism policies of the cities (SQ2)

The aim is to interview tourism organizations or tourism departments of the cities to find out more about their strategies, policies and collaborative efforts. Questions will be asked about collaboration, future plans for tourism, challenges for tourism and other questions I might have about information found in policy documents.

Policy documents related to or about tourism will be analyzed as well. The first step is to search on the cities websites for these documents and to ask tourism organizations or the municipalities for access to these documents.

Eight policy documents for Schiedam have been analyzed namely: Tourism memorandum 2005-2009, Events memorandum 2006-2009, Tourism Letter 2009, Retail trade memorandum 2010-2020, Culture vision 2006-2009, SPS Vision 2010-2013, Cityvision 2030 concept, Budgetprogram 2010-2013.

For Delft seven policy documents have been analyzed namely: Budget Program 2009-2012, Citymarketing 2008-2011, Cityvision Delft 2030, Events memorandum, Activities plan Delfts Marketing 2009, Long-term Culture vision 2017 and Update on Delfts Blauw.

Five policy documents are analyzed for Gouda namely: Vision City marketing 2007, Implementation plan Vision Citymarketing 2008, Concept events memorandum, Concept Culture memorandum 2008-2011 and Economic Vision 2005-2010.

These policies will be divided into primary, secondary and conditional elements of the leisure product of the city as proposed by Jansen-Verbeke (1986). Jansen-Verbeke (1986) divides the leisure products (supply) of the inner-city into primary, secondary and conditional elements (see appendix). The primary elements include the supply side of facilities for spending free time in the inner city (Jansen-Verbeke, 1986). These elements include places to visit, things to experience, things to see and culture to experience. Secondary elements include other urban facilities which may contribute to the leisure function of the inner-city like the catering sector. The primary elements depend on a number of conditions classified as conditional elements (parking, tourism infrastructure). Findings of the tourism (related) policies analysis of each city will be divided into these categories.

3. Analysis of the way that the cities present themselves (SQ3 & SQ4)

In chapter 1 Rita (2006) and Kotler et al (2006) provided some guidelines for the design of a successful website. The cities' websites will be analyzed based on these guidelines to find out how the cities are presenting themselves on the internet. Two websites will be analyzed for each city: The official city website and the tourism website. These two types of websites are chosen because they are managed by the municipality and/or the official tourism organization and therefore it can be assumed that most visitors look for information on either website. The guidelines presented by Rita and Kotler et al are divided into categories:

First impression, layout and structure

- What is the information received when opening the website? What are the first things mentioned and shown?
- Does the website contain information on the four core areas (How to get there, Getting around, Places to stay, Things to do)?
- What is the structure of the website? What is the order of information?
- What colors are used and does the background overshadow the text? There is no hard criteria to measure the latter, but I will try to give my opinion as objective as possible.
- Do the websites provide incentives?

Images

- Do the images on the website reflect the general images of Holland such as old icons like tulips, cheese, clogs or images or of the Old Holland images like old buildings, canals etc? Or is the focus on other unique attributes and tourism products of the city? These images will be dealt with in chapter 3.

Target groups and languages

- Is there a focus on target groups? Is the information directed at certain target groups or is the information very general?
- Focus on Dutch market only or also international markets? This will be measured by looking at whether the websites are translated in other languages.

Collaboration

- Do they mention collaboration with other cities or organizations? Is this information easy to find? This answer will be provided by searching on the website for information about collaboration.
- Which organizations and cities are mentioned and what type of collaboration does it involve? Is it a collaborative tour, is it a region initiative, or is it just a mention of a city nearby?

The second medium that was analyzed is the brochure. From chapter 1 we can conclude that brochures are still an important medium for tourism information. Brochures were collected from the tourism offices of the cities and the main tourism brochures were analyzed. Often cities have several types of brochures, one main brochure with general information and other brochures about specific interests such as shopping, catering supply, attractions etc. The main brochure will be analyzed to find out how cities present themselves based on the criteria presented in chapter 1 by Molina and Esteban (2006) and Iordache et al (2009). The following elements were looked at:

Do the cities provide incentives in their brochures?

- What type of brochures do the cities have? Informational, promotional or lure? A brochure is considered informational when it includes plenty of information about accessibility and other practical issues. A brochure is considered promotional when many attractions, restaurants and accommodation facilities are promoted by offering prices and deals. A brochure is considered lure when the brochure includes information about the destination as a whole and promotes its main attractions.
- Are the brochures focused on visual aspects? Are the photos of good quality?
- Do the brochures provide practical information for the planning process of visitors?
- Is the main brochure translated in other languages? Which languages?

And finally the images projected on the websites and brochures were analyzed to find what the images most projected by the cities are. This was done by counting images, how many times does an image of an attraction or theme appears in the brochure or on the website? These images were then analyzed and compared to the ambitions and visions discussed in chapter 4 in order to discover if these images project the image the city wants to project.

The images were compared to the images of the Netherlands as a whole. This comparison was made to find out whether the images projected by the cities coincide with images of the Old icons of the Netherlands that will be discussed in the next chapter. This analysis will be done to see whether the city projects itself the way the Netherlands as a whole is projected or whether the city focuses on other unique elements to distinguish itself from this general image and thereby stand out.

Through this analysis the aim is to provide an answer to the main question and to provide recommendations to the cities analyzed and other small cities engaging in tourism.

Chapter 3 Tourism in the Netherlands

Tourism facts

In 2008 the Netherlands received 10 million international visitors and 17.4 million Dutch visitors (Rijksoverheid, 2010). 37 Billion Euros are spent yearly by national and international visitors and the tourism sector employs 400.000 people, around 4% of total employment (NBTC, 2010a).

Table 3.1: Dutch Tourism vacations and day trips in the Netherlands per province

| Province | Total tourism vacations in 2008 x1000 | Daytrips in 2006/2007 x1000 |
|------------------------|---------------------------------------|-----------------------------|
| 1 Gelderland | 3010 | 103.950 |
| 2 Limburg | 2210 | 75.580 |
| 3 North-Brabant | 2010 | 140.010 |
| 4 North-Holland | 1970 | 148.210 |
| 5 Drenthe | 1680 | 25.130 |
| 6 Overijssel | 1480 | 55.680 |
| 7 Zeeland | 1370 | 18.630 |
| 8 South-Holland | 1180 | 190.460 |
| 9 Friesland | 1140 | 33.710 |
| 10 Flevoland | 490 | 16.200 |
| 11 Utrecht | 480 | 67.990 |
| 12 Groningen | 440 | 31.090 |
| Total | 17.450 | 906.640 |

Source: CBS, 2009

In 2006/2007 the Dutch took 906.6 million day trips in the Netherlands (table 3.1), this is a decrease compared to 2001/2001 (981.6 million) (CBS, 2009). Total spending on day trips reached a total of 12.715 million Euros in 2006/2007. These numbers are important since day trips are more popular than overnight stays.

Table 3.2: Tourism vacations and spending by Dutch tourists in the Netherlands in 2005-2008 (in millions)

| | 2005 | 2006 | 2007 | 2008 |
|--------------------------------------------------------|------|------|------|------|
| Total tourism vacations in the Netherlands in millions | 13.1 | 13.5 | 13.7 | 13.4 |
| Total spending in billions | 2.5 | 2.6 | 2.6 | 2.7 |

Source: CBS, 2009

In 2008 total tourism vacations taken by Dutch visitors experienced a small decrease compared to 2006/2007 (Table 3.2). The economic crisis is one reason for this decline (NBTC, 2010d). Popular destinations for Dutch visitors are located in the province Gelderland, Limburg, North Brabant and North Holland (table 3.1). On average length of stay reached 6.3 days.

In 2008 total expenditures of vacations taken by Dutch visitors in the Netherlands reached 2.7 billion Euros (table 3.2). Average spending per person per vacation reached 155 Euros and 25 Euros per day (CBS, 2009). It is remarkable that total vacations have decreased and at the same time total spending has increased. NBTC forecasts that tourism spending will increase more than total international visitors (NBTC, 2008a). The NBCT doesn't report on whether this trend also accounts for national visitors.

In 2008 the Netherlands received 10.1 million international visitors and this is a decrease of 7 percent compared to 2007 (NBTC, 2010d). The main reasons for this decline are the worldwide economic crisis, unfavorable exchange rates and the introduction of flight tax with its impact on flight connections and capacity (NBTC, 2010d).

For most (international) travelers to the Netherlands vacation is their motive for travel. In 2005/2006 59 percent of international travelers had vacation as their main motive for travel (CBS, 2009). A third of all visitors come on business trips and a small portion has other motives such as school trips, sport events and family visits (NBTC, 2008a). Most international visitors come from neighboring countries and the United States (Table 3.3)

Table 3.3: International visitors in the Netherlands per country of origin 2005/2006 in %

| Country of origin | Percentage of visitors |
|--------------------------|------------------------|
| Germany | 26 |
| UK | 19 |
| Belgium | 9 |
| United States | 9 |
| Italy and Spain | 7 |
| France | 5 |
| Eastern Europe* | 1 |
| Other European Countries | 12 |
| Other Countries | 12 |

Source: CBS, 2009

*Poland, Russia/CIS, Slovakia & Czech Republic

International tourism has grown during the last years, but this trend is not expected to continue in upcoming years. The NBTC believes that the world economy will pick up after 2012 and that there will be an average growth of 2% of international visitors until the year 2020 (NBTC, 2008a). Recent growth of international tourism can be attributed to the fact that (NBTC, 2008a):

- Countries of origin, especially European markets, have experienced relative positive economic developments. Visitors from neighboring countries have always been the largest group of visitors and in 2020 the forecast is that they will remain the main visitors.
- There has been a growth in the amount of low cost air connections. Especially connections to Spain have strongly increased.
- Upcoming travel markets (China, Russia, India and Brazil) have grown making it possible for more and larger consumer groups to travel internationally. The Netherlands profits from this development even though total visitors from these markets are still modest.

The Dutch government believes it is important to invest in promotion of incoming tourism for two reasons. First, incoming tourism has complex external effects, many sectors profit from tourism such as accommodations, restaurants, museums and retail trade (Ministerie van Economische Zaken, 2008). Second by investing in tourism and business tourism, the Dutch government wants to offer Dutch companies opportunities to compete with surrounding countries. The government wants to focus more on attracting international fairs and congresses, because these project the Netherlands as an innovation country and this in turn strengthens the

export position of related sectors (Ministerie van Economische Zaken, 2008 p.12). The Dutch government believes collaboration between various tourism destinations (cities and regions), the government and companies is essential to prevent fragmentation of promotional means (Ministerie van Economische Zaken, 2008 p. 9). To attract more tourists and to increase recreation possibilities, the Dutch government invests in improvement of the infrastructure (airports, roads and public transportation), sports, museums, city renewal, landscape, parks, and forests. The government also subsidizes the NBTC to promote the Netherlands nationally and internationally. Between 2008 and 2010 the Ministry of Financial Affairs subsidized the NBTC with 50 million Euros (Rijksoverheid, 2010).

Most provinces and municipalities have their own policies and subsidies to attract more tourists. They support local and regional tourism offices (VVV) and they provide bicycle and walking paths, sports accommodations and a clean inner city (Rijksoverheid, 2010). Many provinces and municipalities have their own tourism organization.

Policies for promotion of the Netherlands are found in the policy letter 'Tourism Letter, Holland masterpiece on the waterfront'. Key elements include (Rijksoverheid, 2010/Ministerie van Economische Zaken, 2008):

- Holland promotion needs to focus on the largest group of international tourists (beach tourists and backpackers) and tourists who spend the most (business travelers and city trips and cruise tourists).
- Attract more international congresses and fairs on innovation to the Netherlands. Congress tourists are an interesting target group due to their relative high spending. One example is the WorldCongres IT that will take place this year.
- Bring more big sport events and exhibitions to the Netherlands and use these for Holland promotion. The aim is to bring the Worldcup 2018 and the Olympics 2028 to the Netherlands. These big events lead to international visits and increase the international visibility of the Netherlands.
- Organize an international top event every two years in the Netherlands. One example is the Holland Art Cities held in 2009 and 2010 to highlight the Dutch cultural supply and thereby attract international culture tourists.
- Develop a strategy to promote the Netherlands economically and as a tourism destination in India and China. These countries provide many opportunities for the export and for attracting investments and knowledge workers and can grow to be important markets for incoming tourism.

Tourism marketing

In the Netherlands, the Dutch Bureau for Tourism and Congresses (NBTC) is the organization occupied with marketing the Netherlands nationally and internationally. The NBTC states that tourism and recreation provide an important contribution to the economy and the quality of life. Tourism is important because it offers relaxation, helps counteract depopulation of the country side and contributes to a healthy population by providing more social engagements (through more leisure attractions) and integration (NBTC, 2010a).

The NBTC has two ongoing campaigns to put the Netherlands on the map as an attractive destination, these are: 'Lekker weg in eigen land' and 'Holland' (NBTC, 2010b). The first campaign is directed towards national visitors and the second one at international visitors. The NBTC works closely together with parties from the tourism sector and other sectors. The focus is on countries and regions that brings greatest numbers of tourists to the Netherlands and also on groups that offer extra value for the Netherlands and its tourism sector (NBTC, 2010b). This is why NBTC is active in Europe, North America and Asia. To make sure that Dutch visitors continue to travel in the Netherlands and that international visits keep increasing the NBTC thinks it is best to bundle forces by working together with public and private parties like tourism organizations (local and regional), hotels, cultural institutions etc (NBTC, 2010c). By working together the budget increases, the marketing impact is bigger and fragmentation of Dutch plans can be counteracted. The NBTC states that everyone profits from working together towards an optimal mix of accessibility, affordability, availability and publicity of the Netherlands. NBTC wants to reach a growth of 2 percent in incoming tourism in the period 2008-2010 (NBTC, 2008b). NBTC also wants to extend its relative market share (in North-West Europe) for congresses and meeting with 19 percent.

In 2008 the NBTC published a vision for inbound tourism in 2020 titled 'Destinatie Holland 2020'. The main goal of this vision is to provide insight on development possibilities for inbound tourism in the Netherlands on a long-term basis (NBTC, 2008a).

The NBTC developed product-market-partner-combinations (PMPC) to link the tourism product of the Netherlands to the diverse countries of origin and diverse visitor motives. NBTC believes that by clustering the supply specific markets and target groups can choose for that part of Holland that matches their experience and travel needs (NBTC, 2008b). There are 5 tourism PMPCs and 2 business PMPCs. The tourism PMPCs are (NBTC, 2008a):

- Holland Classics: Focused on the diverse and strong Dutch icons like tulips, clogs, windmills and cheese. Interests groups are mostly first times visitor. An increase is expected of visitors from upcoming travel markets (Brazil, Russia, China etc.)
- Holland City Style: Focused on the diverse Dutch city life, including shopping wining and dining. An increase in European visitors is expected for this PMPC.
- Holland Beach Life: Focused on the diverse and family friendly attractions along the coastline. Target group is Germans.
- Holland Country Life: Focused on the diverse entertainment products in nature areas in the East and South border of Holland. Target group is families with children. A decrease is expected due to demographical trends (lower birth rate for example).
- Holland the Good Life: Focused on enjoying and relaxing, including good food and drinks, walking and biking and visiting wellness centers. Growth is expected in visitors form neighbor countries UK, Germany and Belgium.

Business PMPCs:

- Holland Let's Meet: Focused on the meeting market, including MICE (Meetings, Incentives, Conferences and Events). Increase is expected in visitors from upcoming travel markets.

- Holland Be Inspired: Focused on sharing and transferring knowledge and information. Increase is expected in visitors from upcoming travel markets.

The PMPCs with higher average spending per vacation in 2005 are the two business PMPC's Holland let's meet (€658) and Holland be Inspired (€564) (Ministerie van Economische Zaken, 2008). The highest spending leisure PMPC's are Holland City Style (€ 427) and Holland Classics (€387) (Ministerie Economische van Zaken, 2008). Holland Beach Life has an average spending of €238 per vacation in 2005. The Dutch government wants to focus on attracting more business tourists, beach tourists and backpackers. If the main aim is to increase total visitor spending the focus on beach tourists and backpackers is questionable. The PMPC's most interesting for the backpacker's group is not identified, but one can assume they are interested in nature or in experiencing Amsterdam. In this case the PMPC most interesting is Holland Country Life that in 2005 had lower average spending per vacation (€211) compared to the other PMPC's. If backpackers are labeled as being more interested in city trips (Amsterdam), the choice of focus is more appropriate. The focus on congress and business tourist is a proper choice as they are in the highest spending PMPCs.

Through international research the NBTC and the research company Motivaction developed a segmentation model that link the PMPC's to promising market groups. This model consists of five mentalities that are based on people's norms, values and lifestyles (NBTC, 2008 b & NBTC 2008c).

The first group is the Traditionals:

This is a large group consisting of people mostly in the age group 50 and up approaching the end of their careers. They are tied to nostalgia, assurance and duties. They are also locally oriented and focused on passive entertainment. They have relatively much free time and an average income. The PMPCs this group is mainly interested in are Holland the Good life and Holland Beach Life.

The second group is the Mainstream group.

This group consists of families with children attending school and certainty is an important issue. Family is more important than career and they have average income and free time. The PMPCs this group is mostly interested in are Holland Country Fun and Holland Beach Life.

The third group is the Upper-Class Quality Seekers:

This group consists of families whose quality of life and comfort are very important. Work is another very important factor for this group as it gives them status and identity. These families are very busy, politically active and interested in history. For this group the most interesting PMPC's are Holland City Style and Holland the Good life.

The fourth group is named the Postmoderns.

This group consists of varying ages and people open for renewal and change. They are tolerant, want a balance of work and their private life and appreciate immaterial values. They are also focused on everything international and on experiences. The PMPC most interesting for this group is Holland City Style.

The last group is the Achievers.

Career-making is essential for this group and they are individualistic and open for renewal and change. They are internationally oriented, impulsive, free from tradition and norms and mostly in the age group 20-30. The PMPCs for this group are Holland City Style and Holland classics (for Asian tourists).

It is important to take a look at upcoming trends within the market groups in order to anticipate and respond to these developments. Demographic aging is one important phenomenon that tourism organizations have to take into account, as the segment of mature visitors is growing. This group of people is becoming an important target group for tourism, because they have time and money and are willing to spend it on travel (NBTC, 2008a). According to the categories by NBTC this group falls for a great part into the target group of the Traditionals, yet at the moment it is not one of the main focuses of the NBTC and the Dutch government. Aspects such as health, comfort, ease and safety are important elements for this group. Another phenomenon is the changing composition of the traditional household due to changing attitudes towards marriage, of having children and the rise in the number of divorces in Europe and North America. One effect of this phenomenon is that besides standard family vacations, other forms of vacations will become more attractive such as travels for singles and third generation vacations (grandparents, parents and children) (NBTC, 2008a).

Images of tourism in Holland

Travel guides, brochures, postcards, television, newspapers, magazines, films, books and websites make it possible to create an image of places (Hospers, 2009). Brochures, travel guides and holiday pictures from friends and family show the sights that tourist visit. These are in most cases already known to them prior to visit. Information provided in these sources reflects the views of its producers on the destination as a tourism product (Van Gorp & Béneker, 2007). The projected images in information or promotional material influence destination positioning and ultimately the tourist's buying behavior (Govers et al, 2007). In this age of mass tourism, tourists absorb the Dutch landscape as producers (tourism organizations like the NBTC for example) constructs it for them (Hoff and Wolfensberger, 2003).

Tourists often have preconceived images of the destination before their visit. This destination's image is a combination of various products (attractions) and attributes woven into a total impression (Mackay & Fesenmaier, 1997 p.538). 'Gunn (1972) was one of the first to break the image formation process into component parts' (Gartner 1993, 196). According to Gartner (1993) Gunn envisioned images as being either formed on an induced or organic level. Induced images are within greater control of destination marketing organizations, and they are 'a function of the marketing and promotion efforts of destination promoters' (Gartner 1993, p.196). These images reflect the actuality of the destination as projected by the promoter. 'Organic images are formed from sources not directly associated with a destination area' (Gartner 1993, p.196). These images are person determined images and they reflect the individual differences in information processing and interpretation.

Gartner (1993) suggested that the difference between induced and organic images is the degree of control that the destination promoters have over the image that is being presented. Gartner (1993) went on to create a typology of eight different image formation agents to help destination promoters to understand and gain better control over the images being marketed. These eight image formation agents are:

- Overt induced 1: Traditional consumer advertising. These types of images are mostly controlled by the promoter, but are low in audience credibility.
- Overt induced 2: Information provided by the travel trade.
- Covert induced 1: Credibility of audience is somewhat increased by the use of a celebrity spokesperson in destination advertisements.
- Covert induced 2: Familiarization tours organized by a destination marketing organization for travel media and sponsors.
- Autonomous: These image formation agents are authoritative and credible. They consist of news and popular culture, widely received sources beyond the destination's control that can swiftly create and change an image. This is a type of free publicity.
- Unsolicited organic: Information requested from unbiased sources.
- Solicited organic: Information given by knowledgeable others.
- Organic: Images based on past experiences with the destination. These images are the most credible images.

Mackay & Fesenmaier (1997) also provide a description of an image development process that is linked to tourism promotion and destination choice (developed by Fakeye and Crompton). The process of image development evolves through three stages: organic, induced and complex (Mackay & Fesenmaier, 1997 p. 538). Organic images represent an awareness of the destination and are present before destination promotions are introduced. Induced images are formed when promotions are viewed and evaluated against organic images. Complex images result from actual visitation and experience with the destination. These images are furthermore linked to the three functions of promotion (advertising to be exact): to inform, to persuade and to remind. Informative promotion is most effective at the organic stage, persuasive promotion is mostly effective at the induced stage and reminding promotion is most effective at the complex stage (Mackay & Fesenmaier, 1997 p. 538).

Projected images of the Netherlands

Van Gorp and Béneker (2007) analyzed the web pages of the NBTC and 4 travel guides to find what the intentional and unintentional projected images by the NBTC and travel guides are. They found that the core of the intentional projected image, the one being projected by NBTC, is one of the Netherlands as a country of clogs, windmills, tulips and cheese (figure 3.1). 'Tourist offices all over the country sell clogs, mugs with cows, tulip shaped umbrellas, Delft ware and postcards with pictures of the old icons' (Van Gorp and Béneker, 2007 p.296) and this leads to further reinforcement of these old icons as the 'real Netherlands'. This type of images coincides with the PMPC Holland Classics, which is focused on the diverse and strong Dutch icons like tulips, clogs, windmills and cheese.

Van Gorp and Béneker (2007) state that projected images often rely on othering and alterity and there is some uniqueness with struggle with water theme and the flatness of the Netherlands. This may explain why these themes repeatedly appear in guides, these are then unintentional projected images.

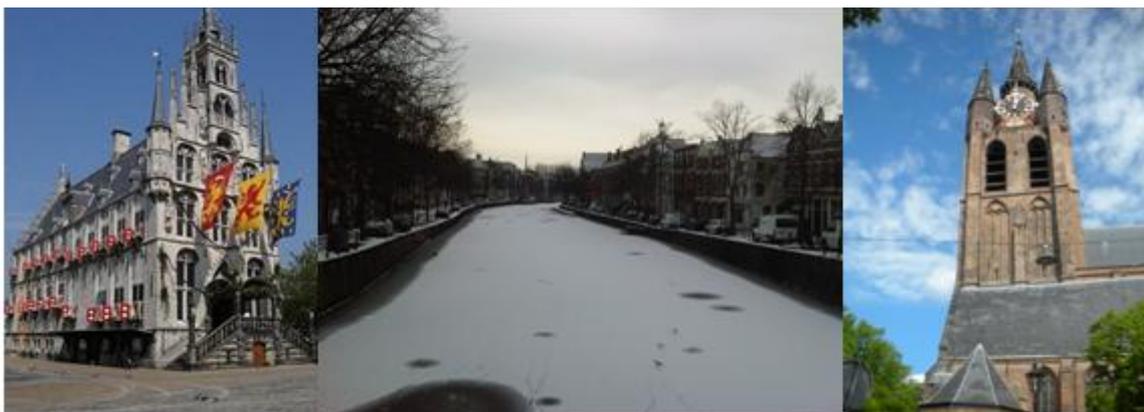
Figure 3.1: Old icons of the Netherlands



Source: Various, see Old icons in references

Another intentional projected image Van Gorp and Béneker (2007) found is that of the ‘old Holland’ with a historic townscape, historic houses, canals, churches, city walls, towers and city halls mostly from 17-18th century (figure 3.2). The overall image of the Netherlands is one of other times and other experiences. It is an image of a well-preserved country, with fine historical buildings, streetscapes and landscapes where people are engaged in leisure activities such as sightseeing or having a drink in the sun. These heritage elements seem to be important elements for promoting a place. The images travel guides project is one of an atmosphere of nostalgia, picturesque villages and charming landscapes (Béneker, 2003). Graham et al (2000) conclude that ‘tourism and ‘self marketing’ are likely to favor the use of heritage elements in promotional images. For the tourism market heritage is used to create profitable tourism products while for self marketing, heritage is the most effective means by which individuals identify themselves with places and acquire a collective civic consciousness. The NBTC does not have a PMPC that explicitly offers these tourism products or experiences.

Figure 3.2: Images of Old Holland



Source: Own pictures taken in 2010

Perceived images of the Netherlands

The old icons (tulips, clogs etc.) are mostly used on guide covers and do not feature prominently in the rest of the guides (Van Gorp and Bénéker, 2007). In 2008 NBTC conducted research on the image of Holland by countries Belgium, Germany, France, UK and USA. The findings are assimilated in the document 'Holland Image Research 2008'. The research indicates that people who associate the Netherlands with the old icons are less inclined to pay a visit. This may be a worrisome discovery, because it is mostly non-visitors who mention these old icons when referring to the Netherlands (NBTC, 2009).

Visitors and non-visitors are of the opinion that the Netherlands is a hospitable country and easy-going. Non-visitors also believe that the Netherlands is a surprising destination and this contributes to the intent of visiting. The NBTC (2009) finds that aspects such as friendliness and friendly people also score well. Another finding is that the Netherlands is perceived as very accessible especially for short vacations and that the Netherlands is a very hospitable and diverse country with much to offer on short distances (NBTC, 2009).

The NBTC (2009) concludes that some traits like the old icons and the fact that Netherlands is perceived as accessible, hospitable and diverse all contribute to a solid basis for tourism. Other traits like art and culture can be worked out further and other traits such as the culinary supply could receive less attention due to its negative image by Belgian visitors.

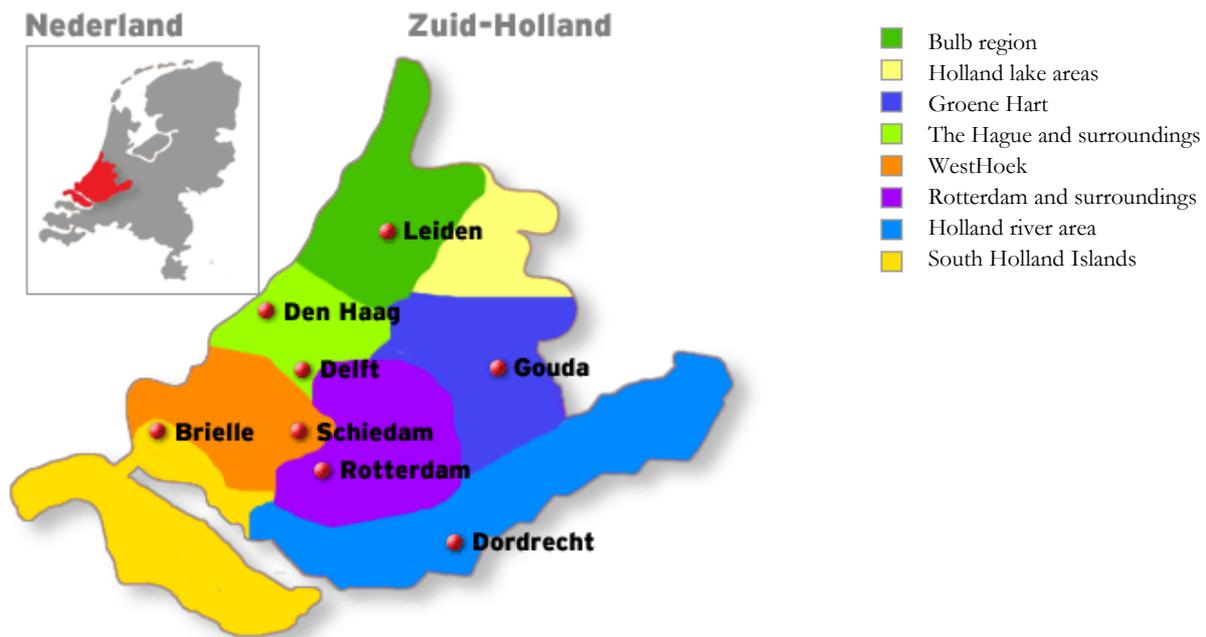
Even though the Netherlands is perceived as a very attractive destination this doesn't necessarily translate into higher intentions to visit. In the aforementioned study on images of the Netherlands it appeared that the Americans are most positive about visiting the Netherlands and Belgians are less attracted to the idea of the Netherlands as a vacation destination (NBTC, 2009). However together with Germans, Belgians are more inclined to pay a visit. The British indicate that the Netherlands is very accessible, easy going, hospitable and very suitable for short vacations. They are of the opinion that the Netherlands has much more to offer than just Amsterdam and Americans share these opinions. British and Americans find the Netherlands quite expensive and this leads to a decline in intentions to visit. This is not the case for other countries such as France, Germany and Belgium.

Drugs and prostitution are the negative traits most mentioned by non-visitors. The weather and traffic jams are negative traits most mentioned by visitors. Belgians are mostly annoyed with traffic jams and have a negative image of the Dutch cuisine and the French find the fact that the Dutch speak another language a negative trait (NBTC, 2009).

Tourism in the province of South Holland

The cities that will be analyzed as case studies, namely Gouda, Delft and Schiedam are all located in the province of South Holland (figure 3.3). Growth of national tourism vacations in the Netherlands in 2009 was 2.9% and South Holland reached a growth of 14.3 % (ZHBT, 2010b). Only the province Friesland had a bigger increase. Because of this growth South Holland places as number 7 of most visited province by Dutch visitors, Gelderland remains the number one visited province. In 2008 South Holland placed number 8 (Table 3.2).

Figure: 3.3: Cities in the province of South Holland per region



Source: ZHBT, 2010a

This positive growth is mainly due to the coastal region of the province. According to ZHBT (South Holland Bureau for Tourism) the most important cause for the growth of vacations and total expenditures in the province is the economic crisis and good weather in 2009 (ZHBT, 2010b). Because of the economic crisis many Dutch people decided to spend their vacation in the Netherlands.

Residents of the province accounted for the larger part of Dutch tourism vacations in South Holland with a total of 177.000 vacations in 2008, followed by visitors from North-Brabant and Gelderland (Provincie Zuid Holland, 2009). Residents also account for most day trips to the province in 2006/2007 (Table 3.5). One reason for the popularity of the province as a tourism and recreation destination for its residents could be explained by the fact that South Holland has the highest number of residents (ZHBT, 2010b).

In 2009 total expenditures by national visitors on tourism vacations in the province reached around 130 million Euros (ZHBT, 2010b). Short vacations and day trips to the province are very popular. In 2006/2007 Dutch visitors took 185.2 million day trips to the province. The province received the most day trips compared to all other provinces. North Holland comes in at number two with 155.3 million day trips (CBS, 2009). In 2008 South Holland was mostly popular for city trips (14%), beach trips (14%), events (9%) and culture (3%) (Provincie Zuid Holland, 2009). Visitors are mostly in the age group 18 to 24 years. This can be explained by the popularity of events in the province, such as Rotterdam summer Carnival and Queensnight in The Hague. In 2008 South Holland was the most popular destination in the Netherlands for vacations with the main motive of attending an event (74.000 vacations) (Provincie Zuid Holland, 2009).

Table 3.5: Top five provinces of origin for day trips in South Holland in 2006/2007

| Province of origin | Total day trips in millions |
|--------------------|-----------------------------|
| South Holland | 164700 |
| North Holland | 6150 |
| North-Brabant | 4960 |
| Utrecht | 3670 |
| Gelderland | 2480 |

Source: CBS, 2009

South Holland received nearly 1.4 million international visitors in 2008 (table 3.6), with more than 3.5 stay-over nights (Provincie Zuid Holland, 2009). South Holland is the second largest receiver of international tourists after the province of North Holland. Big cities like Rotterdam and The Hague might account for this large share.

South Holland is very popular amongst neighbor countries, Germany, England and Belgium. In 2008 29% of international visitors came from Germany, 17% from UK and 12 % from Belgium (Provincie Zuid Holland, 2009). Another popular country of origin is the United States with 7.4 % of total visitors in 2008. Total visitors from of Asian countries are also increasing. ZHBT and NBTC are making efforts to attract more Asian visitors. In 2010 ZHBT together with NBTC China organized an educational tour for fifteen Chinese tour operators. The focus was on the cities Rotterdam, The Hague, Dordrecht and Delft (ZHBT 2010 c).

Table 3.6: International tourists and overnights stays in Dutch tourist accommodations in the province of South Holland 2005-2008

| | 2005 | 2006 | 2007 | 2008 |
|--------------------------------------------------------------|------|------|------|------|
| International tourists in Dutch tourist accommodations x1000 | 1410 | 1450 | 1490 | 1370 |
| Overnight stays in Dutch tourist accommodations x 1000 | 3550 | 3700 | 3850 | 3550 |

Source: CBS, 2009

Tourism promotion and policies in the province of South Holland

The provincial government wants to make South Holland attractive for residents and visitors. The province believes that good infrastructure and facilities are important for recreation and tourism (Provincie Zuid Holland, 2008b). Therefore the aim is to make sure that attractions are accessible, that residents take part in art and culture and that correct information about the tourism-recreation supply is available (Provincie Zuid Holland, 2008b).

The province of South Holland composed policies for leisure in the 'Agenda Vrije Tijd 2006-2010' (Agenda for Leisure) with a focus on Coast, Culture and Water. The goal is to promote (culture) tourism and leisure visits to and within the province, thereby increasing tourism expenditures by 10 % in the period 2006-2010 (Provincie Zuid-Holland, 2005). The policy is focused upon enabling the province's partners (Chambers of Commerce, ZHBT, regional VVVs for example) to serve the following groups:

- National and international tourists
- Business visitors
- Residents of South Holland
- Day-tourists from outside the province of South Holland

The province itself does not carry out projects of the Agenda. Involved parties like municipalities, chambers of commerce and branch organizations are expected to work together on carrying out these projects with financial support of the province (Provincie Zuid-Holland, 2005). The ZHBT (South Hollands Bureau for Tourism) is one of the organizations with a leading role for projects in the Agenda. The ZHBT starts the processes for the Agenda Vrijetijd 2006-2010 projects and also guides, steers and directs a project.

The ZHBT is the promotional organization for tourism and leisure in the province of South Holland. The ZHBT is a central point for market and product information about tourism and leisure in South Holland. Their ambition is to establish a knowledge center for tourism, leisure and recreation for the province of South Holland. This ambition translates into projects and for 2010 some projects include (ZHBT, 2010d):

- Trend analysis of Tourism and Recreation.
- Press and travel intermediaries Databases. ZHBT wants to have a database as complete as possible and of best quality containing contacts of travel intermediaries and (travel) press of the Netherlands, Belgium, Germany, UK and France.
- Provincial Tourism Databank. Together with VVV's a tourism databank (as complete as possible) of South Holland is maintained with the goal of providing complete information to distribution channels (including websites).
- Provide advice to the province of South Holland. ZHBT provides customized advice to the province in their decision making concerning the implementation of the Agenda Vrijetijd.

The ZHBT plays a special role in carrying out of the Agenda. The ZHBT takes up the switch/link and broker function between (cultural) tourism-leisure sector and the government on the other hand. They provide services and products to the province that are focused on the development of market vision, network development between government and industry and policy advices (Provincie Zuid-Holland, 2005).

The Agenda Vrijetijd states that accurate information about the leisure supply and a better accessibility of these products are key concepts for delivering positive contributions to the livability of the province (Provincie Zuid Holland, 2005). According to the province the livability of a city is also determined by the presence of sufficient leisure facilities. Because culture plays an important role in leisure, the province wants to stimulate residents to actively participate in art and culture through the bundling and better distribution of information about the leisure supply. General action points of the Agenda include: professionalizing the sector, public communication and accessibility of the tourism leisure supply by public transportation (Provincie Zuid-Holland, 2005).

In order to realize as many leisure and (culture) tourism goals of the Agenda it is important to have a univocal organization structure for marketing on a strategic level. The province wants to bundle and upscale marketing and promotion of South Holland. The aim is to develop an efficient and effective structure of marketing organizations in South Holland in order to create a professional partnership. This will lead to a better and more recognizable tourism profile of South Holland as a whole.

Public communication should also be improved. This can be done by stimulating the use of tourism-leisure provisions in South Holland. It's about linking regional information about leisure on the internet and a better information provision on the leisure supply. A good central database about the total leisure supply provides current information for diverse communication channels. Also important is that residents are well informed about the leisure supply available just around the corner. This could be achieved through (free) distribution of correct and accessible maps in various languages.

The leisure supply of South Holland has to be better accessible by public transportation. Also better information provision should be at hand. The leisure supply should be easier to access by residents and visitors through public transportation. This can be achieved through for example a clear overview of public transportation on these locations.

The Agenda focuses on three themes. The first theme is coast. The coast is the main tourism area of South Holland and it generates high tourism spending and employment (Provincie Zuid Holland, 2005). The province believes that further growth of coast tourism is only possible if the tourism-recreation sector responds to the needs and desires of tourists and recreationists. The coastal safety, accessibility of the coast and links between the hinterland and other tourism-recreation facilities are essential basic conditions (Provincie Zuid Holland, 2008c). One project is for example a complete, consequent and up to date provision of information for seaside visitors along the coast of Holland.

The second theme is culture. This theme has the biggest economic impact in South Holland. The large diversity in cultural supply and the wealth of cultural-historical heritage in South Holland contribute to an attractive establishment climate for companies and a good tourism image, according to the province (Provincie Zuid Holland, 2008c). This in turn is good for employment and tourism spending in the province. The province wants to achieve better accessibility and coupling of this cultural supply and develop cultural arrangements for residents and (inter)national visitors (especially visitors from China) (Provincie Zuid Holland, 2008c). The culture theme focuses on the growth of the culture variety, including improvement of accessibility and information about the cultural supply in the fields of art and culture heritage. This growth can be achieved by strengthening the cultural-historical identity of cities and areas of South Holland. Some of the selected locations are believed to be top locations that will have more impact on the improvement of the livability and provide an increase in tourism expenditures. In Delft for example tourism attractions related to Delft's famous painter Vermeer was further developed as a product with the aim of making it the main motive to visit Delft and South Holland. This was done by linking the existing Vermeer-related cultural supply in South Holland, strengthening the strategic promotion and through the opening of the Vermeer Center in Delft. The Vermeer center filed for bankruptcy in 2007 due to financial problems, but has been reopened (Provincie Zuid Holland, 2008a). The province of South Holland is no longer active in this project. The municipality of Delft helped with the reopening of the Vermeer Centrum Delft.

The third theme is water. The province believes that the combination of the South Holland inland waters, the seas and connections to the center of Old Dutch cities and the rest of the

Netherlands is unique (Provincie Zuid Holland, 2008c). This is why the province wants to focus on improving connections between ponds, the development of water-sports, improve various recreational forms on the lakes and rivers in South Holland and also connect these areas (Provincie Zuid Holland, 2008c). The province provides extra attention to accessibility of water(sports) facilities. An example is found in the waters of Delft. The province wants to optimize the sail routes between Leiden and Delft for tourism and to make the cultural-historical centers better accessible through water connections. The province also wants to connect the walking infrastructure to the water routes.

Collaboration with other provinces is very important for the province of South Holland. The Agenda 'Vrijetijd' contains many projects that are addressed in other provinces whereby, according to the province, efficiency advantages can be achieved. Such projects are for example for Groene Hart and other coastal projects in North Holland and Zeeland (Provincie Zuid Holland, 2005). Other partners such as Chambers of Commerce, regional VVVs, branch organizations and interest unions are contacted to carry out the leisure policy (Provincie Zuid-Holland, 2005). The province believes that with their financial support and by bringing contacts together, the province and its partners can successfully implement the policies of the Agenda (Provincie Zuid-Holland, 2005). To increase the external awareness of their input in the area of leisure, the province regularly communicates about the progress and achieved results through newsletters, magazines and their website www.zuid-holland.nl.

In 2008 the province put together the implementation program 2008-2010 for the Agenda Vrije Tijd. This program deals with achieved results, efforts for 2008, 2009 & 2010, spearheads for 2008, 2009 & 2010 and cancelled projects, some of which have already been mentioned. In 2010 this program has been extended to another implementation program for the year 2011. The implementation program Vrijetijd 2011 is a prelude to the new integral vision 'Recreatie en Vrijetijd' (Recreation and Leisure) the province is working on. The focus of the program is on tourism recreational development of icons Kinderdijk, Keukenhof, Wierickerschans and Brouwersdam. The provincial efforts are towards a better organization of the tourism-recreation sector and creating strong networks. The province believes these efforts will lead to sustainable regional initiatives (Provincie Zuid Holland, 2008a).

Chapter 4 The cities

This chapter introduces each city. It deals with general information about the cities, tourism organizations and types of collaboration the cities have for tourism. Policies related to or about tourism will be analyzed to get an idea of the visions and ambitions each city has for the future of tourism. The tourism (related) policies will be categorized based on the elements proposed by Jansen-Verbeke (1986) as discussed in chapter two, namely the primary, secondary and conditional elements (appendix 1).

Schiedam

The city of Schiedam presents itself as a city with a historical town, the biggest mills of the world and claims to be best known for its production of gin (Gemeente Schiedam, 2009a). The city is located close to the cities Rotterdam, Vlaardingen and Delft (figure 4.1). On January 1st 2009 Schiedam housed 75.310 residents (Gemeente Schiedam, 2009b). What is very typifying for Schiedam according to the municipality is that it still has an almost complete industrial and cultural heritage. Also the historical small-scale character of the city is distinctive of the 'large' Rotterdam (Gemeente Schiedam, 2005).

Figure 4.1: Schiedam and surrounding municipalities



Source: Google maps, 2010a

Tourism is a relatively young product for Schiedam as tourism policies were first composed in the 1990's (Gemeente Schiedam, 2005 p.9). The first policy memorandums were 'Schiedam a glance at the tourism possibilities' from 1991 and 'Working for tourism=Working for Schiedam' from 1995 (Gemeente Schieda, 2005). The city's history with gin and the cultural heritage formed the basis for tourism development in these memorandums (Gemeente Schiedam, 2005). Spearheads for the tourism policies were a focus on culture history and water.

With the opening of the distillery museum in 1996 and along with it the VVV day tourists started to visit and it was the start of the tourism leisure visits. Today with the establishment of a tourism platform tourism visits are increasing. Unfortunately there are not many tourism statistics available for the city of Schiedam. Since 2005 Schiedam participates in the CVO (Continuous Vacation Research). Only statistics on the number of visitors for the years 2005 and 2006 are available. In 2005 the city received 443.000 visitors and in 2006 395.000. Visitor's frequency was 2.9 in 2005 and 3.3 in 2006, it's not specified what the origins of these visitors were. The first

statistics on the number of group visits are from 1996 when 183 groups visited Schiedam. The number of group visits reaches its highest amount 2002 (582) and decreases to 307 groups in 2007 (information provided by Carla Vermunt). The group market consists mostly of associations, societies and companies that book arrangements through the VVV for half a day or one day. Average group size is 25 people and the average age is 40 and up. Spending level is low because the program is paid in advance (information provided by Carla Vermunt).

There are some statistics for water cruises in Schiedam (table 4.1). SPS (Stichting Promotie Schiedam) and the municipality want to further expand the water tourism market. The theme in 2010 is water and this makes it a perfect opportunity to improve water tourism, more information on the theme year follows.

Table 4.1: statistics on cruise passengers and passerby in vessels 2002-2007

| | Number of cruise passengers* | Number of passersby** |
|------|------------------------------|-----------------------|
| 2002 | 10.105 | 396 |
| 2003 | 12.359 | 438 |
| 2004 | 9.000 | 487 |
| 2005 | 9.300 | 609 |
| 2006 | 9.397 | 678 |
| 2007 | | 647 |

Source: Document received from Carla Vermunt

*Passengers aboard vessels from Stichting rondvaarten

** Passerby aboard vessels that pass through Schiedam for fun

In recent years many projects have come to life to expand Schiedam's tourism product. Visitors can now borrow bicycles to visit nature areas in Midden Delfland (Figure 4.1) and the Maasboulevard in Schiedam (figure 4.3). Walking and cycling routes have also been designed to visit these areas (Gemeente Schiedam, 2009c). The city was host to a big national event in December 2009. Each year Sinterklaas (a traditional holiday figure) arrives to the Netherlands in another city and people from all over the country come to welcome Sinterklaas. This event had a big impact on Schiedam as many organizers are now interested in having an event in the city. It has put Schiedam on the map and that is what the city wants for the future (interview Carla Vermunt).

Tourism organizations

In 2005 a tourism platform SPS (Stichting Promotie Schiedam) was established where museums, theaters, VVV Schiedam, Centrummanagement, the Foundation for Schiedam's mills, the Foundation for promotion of events in Schiedam and the catering industry are all represented. In 2009 a full time city promoter was appointed giving the organization more impact and the opportunity to accomplish more initiatives. The SPS created the OntdekSchiedam campaign. This campaign aims to attract more visitors and give residents a more positive image of the city (Gemeente Schiedam, 2009d). During the last five years SPS promoted OntdekSchiedam through others posters, rucksacks, flags (figure 4.2) and brochures, leaflets and walking tours have also been created within this campaign. Each season a brochure is created with the season's events and these are distributed at residents' houses, catering facilities, shops and attractions (Gemeente

Schiedam, 2009c). Within this campaign a major theme is chosen each year and activities and exhibitions are organized based on the theme. The aim is to bring structure to a year (Gemeente Schiedam, 2009d). The theme year is also way to let residents and visitors become acquainted with the special qualities of the city. By having a new theme each year different aspects of the city are highlighted. This allows for development of new activities and another way of exposing existing activities and leads to more pride of residents (Gemeente Schiedam, 2009d). In 2009 the theme was ‘Strong Women’, inspired by two important women in Schiedam’s history, Aleida and Saint Liduina. The theme for 2010 is ‘Water’. This theme coincides with the theme of ZHBT (more information follows below). Schiedam presents itself as a historical city on the waterfront where water has played an important role in the past, present and in the future (SPS, 2010a). During water year there are many water events organized like, Scyedam Vaert, the Maasboulevard party and the gondola sails. Musical and theatrical activities and exhibitions based on water themes are also organized around the ports in Schiedam and special attention is given the maritime industry (SPS, 2010a). New touristic water arrangements are launched in 2010 and the city will also present itself in water fairs.

Figure 4.2: Signage in the city center of Schiedam

SPS will start the transformation of city promotion to city marketing where not only promotion but also the product ‘Schiedam’ has an important role (SPS, 2009). In the future SPS wants a tight relationship with businesses and they should become extra income resources. As initiator SPS will play an important role in developing new products events and activities and will improve existing supply



Source: Own picture taken in June 2010

together with its partners (SPS, 2009). SPS will focus on target groups, because there aren’t sufficient financial resources to focus on all types of visitors. For the next three years the targets are (SPS, 2009):

- Schiedam residents: residents from Schiedam North/City center/other districts in Schiedam and specific target groups such as youth. The focus lies on residents from Schiedam North because at the moment they spend time and money in other cities. Schiedam’s residents are also the most important ambassadors for the city.
- Visitors: people age 45 and up from Rijnmond region/the Netherlands and abroad (Flanders, England, France and Germany). The focus on this age group is because the DNA traits (appendix 2) and the tourism supply (history, art, culture, and active supply) meet the needs and interest of this group. This group is perceived by the city as group that spends a lot of time and money on day- and weekend trips. This group can be further segmented into the following type of visitors:

- Active day visitors interested in discovering the city and surrounding areas (biking and walking).
- City visitors interested in culture, art and culture history. These visitors don't specifically have shopping as main motive but enter shops that they like.
- Visitors interested in cities with a maritime character.
- Boat owners that go on sail vacations in the Netherlands.
- Businesses: maritime and industrial industries in Schiedam, retail trade and catering in Schiedam, business areas in Schiedam and Rotterdam and organizations and businesses in surrounding municipalities. Tourism related activities with these sectors can be achieved through events and by creating a new market for VVV products such as group arrangements, company outings and vouchers. Through collaboration with event organizations, providers of tourism products and companies in surrounding municipalities SPS believes a larger product supply and target groups reach can be created.
- Intermediaries: Dutch and foreign (Germany, France, UK and Belgium) travel industries
- Press: magazine and websites focused on the theme year, (theme)magazines and website focused on DNA traits and theme years, local newspapers, magazines and websites/blogs and (inter)national magazines/newspapers and websites for specific target approach. SPS believes that due to the independent character of these communication means, a larger group of people will perceive this kind of information as more credible compared to promotional stories written by SPS. SPS further believes that generating free publicity is an important factor in information provision and is only reached through a large news supply and good relations with journalists.

Collaboration with other cities and organizations

In 2004 the municipalities Schiedam and Rotterdam signed a collaboration agreement. Goal of this agreement is to increase tourism visitors and thereby tourism spending in both cities by jointly developing market combinations (Gemeente Schiedam, 2005 p. 19). Schiedam is of the opinion that water plays an important role as a connecting and attractive element for both cities. Carla Vermunt, Accountmanager Tourism of Schiedam, elaborates that Schiedam wants to collaborate with Rotterdam to receive some of Rotterdam's (cruise) visitors. The idea is that visitors who go to Rotterdam could spend a day in Schiedam and visitors to Schiedam could spend the night in Rotterdam. This collaboration is improving as Rotterdam mentions Schiedam in their promotions. Now with the SPS Schiedam has much more contact with key companies and organizations in Rotterdam and a start has been made in product-market combinations of the two cities.

Together with Delft and Leidschendam Schiedam worked towards the establishment of an association for reinforcement of the use of water thereby providing an economic impulse for the area around the Rijn-Schie canal. This association, Vereniging Regionale Samenwerking Water-Stad-Land, produced an online cruise guide providing information about the area (Gemeente Schiedam, 2009d).

In the past Schiedam was more involved with ZHBT through the project 'geheim van Holland' (Secret of Holland). This was a collaborative effort between some Old Dutch cities like Delft, Haarlem and Gouda. Together the cities and the ZHBT tried to compose arrangements and attract visitors. This collaboration was not successful because not all cities were in the same tourism development phase and the focus was on international visitors (Gemeente Schiedam, 2005). According to Carla Vermunt Schiedam's market was (and still is) more suitable for the Dutch market, especially due to the limited amount of hotels in the city. The city has 8 accommodations of which one is a camping area and one a landing stage for boats (SPS, 2010c).

Collaboration between Schiedam and ZHBT are currently mostly on theme years. Each year the ZHBT comes up with a theme and focuses on everything related to the theme. The theme years are a product of the Agenda Vrijetijd. The ZHBT writes project-plans and asks all municipalities whether they have plans that fit within the theme year. This makes it easier to get subsidies from the province of South Holland. This year the theme is water and next year is the year of the mills. Schiedam fits really well within both themes. In 2010 and 2011 Schiedam uses the same themes as the ZHBT. In 2009 Schiedam used a different theme than ZHBT, Schiedam used 'Strong women' and ZHBT used 'Long live the Limes'. According to Carla Vermunt the relations between Schiedam and ZHBT have improved a result of the theme years.

Schiedam rarely has contact with NBTC because NBTC is mostly focused on international visitors and Schiedam is mostly focused on the Dutch market and especially day tourists, at the moment.

Schiedam believes that collaboration on organizational and financial level is important to accomplish (new) arrangements and products (Gemeente Schiedam, 2009c). Together with other Old Dutch cities possibilities for collaboration are being reviewed. Collaboration on events is also being researched. Schiedam is also reviewing possibilities to exchange events public with Vlaardingen and public exchange with Rotterdam can be linked to the Wereldhavendagen (Gemeente Schiedam, 2009c).

Tourism Visions, Policies and Ambitions

Because of the economic crisis less money is available from the municipality to subsidize all parties in the tourism sector and therefore all tourism organizations and museums receive fewer subsidies now. This means the largest financier of SPS and thereby the OntdekSchiedam campaign has been omitted and there are fewer financial resources available for 2010 (Gemeente Schiedam, 2009c). Carla Vermunt states that the impact of fewer subsidies for the SPS is not a big issue at the moment, because they still have financial resources. Eventually the lack of or decrease in subsidies can lead to fewer activities and perhaps discontinue of certain products like the shopping-guide (Interview with Carla Vermunt, 2010)

The main goal for tourism development in the city is to increase tourism visits and their length of stay by expanding and strengthening the tourism product 'Schiedam' thereby giving the city an economic impulse (Gemeente Schiedam, 2005).

The main tourism goals for the period 2005-2009 were (Gemeente Schiedam, 2005):

- A growth (+15 percent) of the individual (leisure) visits to the city in 2009
- An increase in visits by water by 30 percent in 2007
- A trend in increase of group visits, according to national developments
- In 5 years one star for the city in the green Michelin guide
- Extension of length of stay of the tourism-leisure visit from half day (current situation) to one day

Due to a lack of statistics and difficulty of measuring these goals Schiedam can only indicate that the growth of the individual (leisure) visits has been reached. From table 4.1 one can conclude that visits by water have increased. Since 2008 the number of group visits has also increased (Gemeente Schiedam, 2009c). There is no green Michelin star yet. This goal has been postponed due to discontinuation of an essential project and many construction works in the city. The amount of Bed and Breakfasts has increased and four camping areas near the historical center have been realized. These areas are used frequently and Schiedam assumes that the goal of extending length of stay has been achieved (Gemeente Schiedam, 2009c).

An essential task for tourism is 'further reinforcement of Schiedam's image'. Research has shown that Schiedam has a weak or even negative image that strongly leans on gin and the gin industry (Gemeente Schiedam, 2009f). The image Schiedam desires is focused on an attractive and cozy city with lots of activities that fit within the historical setting of Schiedam's unique monuments related to its history of gin (Gemeente Schiedam, 2005). In 2015 Schiedam wants to be a nice place to be for residents, companies and visitors. It wants to be a city where it's cozy to shop in a historical environment. In 2015 the city also wants to have many activities on the streets through events and cozy terraces. There will be many water activities as well. The city wants to be known for its culinary qualities and diverse cultural supply. The city wants to offer many recreational options for residents in green areas in and around the city. By developing and expanding activities that reinforce this image Schiedam believes that visitors will be attracted and the city will become more attractive for its residents as well. To achieve this image Schiedam believes the residence areas should be attractive and the shopping facilities need to be strengthened by adding quality and maintaining diversity (Gemeente Schiedam, 2005).

In the budget program 2010-2013 Schiedam notifies that to improve the city's image the 'OntdekSchiedam' campaign is continued and where possible linked to the theme year (Gemeente Schiedam, 2009d). The city sees this campaign as incredibly relevant for the formation of a citymarketing policy, where the focus lies on improving the image of the city in the work and residence field but also for tourism (Gemeente Schiedam, 2009d). The municipality will use the DNA of Schiedam, the city's unique selling points, to distinguish itself from other Old Dutch cities and cities in the region (Gemeente Schiedam, 2009d). SPS will start the process to develop a citymarketing plan in the period 2010-2013.

Primary elements

In the future Schiedam will continue to focus on its unique selling points, what Schiedam refers to as its DNA (appendix 2) (p.6). The focus is on:

- Gin; the city is still closely related to gin and it's important to modernize this product.

- Saint Liduina; it is unique for a city to have a Saint. This offers opportunities for experience and spirituality (figure 4.2).
- Water; the intimate ports with the big river as a contrast is part of a world port and this is unique.
- Art; the CoBrA-collection at the Stedelijk Museum is special, but Schiedam has many other interesting galleries and studios.

The city wants to expand its wellness cluster. The city states that the area around the new hospital (Vlietland hospital) and the pool in Groenoord (Figure 4.3) with health, sport and recreation facilities is slowly developing towards a wellness cluster with regional appearance (Gemeente Schiedam, 2009d). The presence of the sauna and beauty center Thermen Holiday, fitness facilities, gymnasiums and outdoor sports accommodations are all opportunities to further extend the area a wellness area. There is also a big park in the area, the Beatrix Park (Figure 4.3) with many recreation possibilities (Gemeente Schiedam, 2009d).

The city is also busy with expanding and connecting tourism and recreation routes in the city, on land and by water (Gemeente Schiedam, 2009d). These routes will link various recreation nodes and thereby guarantee the attractiveness of the city. As already mentioned visitors can now borrow bicycles to visit nature areas in Midden Delfland (Figure 4.1) and the Maasboulevard in Schiedam (Figure 4.3).

Figure 4.3: Map of Schiedam



Source: Google maps, 2010a

Schiedam believes that culture in the city promotes the wellbeing and livability of a city. The city presents itself as a city with a relative rich and diverse culture supply. According to the city this supply is insufficiently presented and profiled, they are also relatively hidden and unknown. The supply doesn't or barely speaks to diverse target groups (Gemeente Schiedam, 2006a). Therefore one important cultural goal is to improve the quality of the tourism and cultural product (events) and make them more visible and accessible. Efforts need to be made to improve the quality of existing supply because

there is not sufficient funding to invest in new challenges such as new buildings and radical renovations (Gemeente Schiedam, 2006a p.13). There is no priority for cultural supply in the city

center and there are no specified target groups, with the exception of the youth (Gemeente Schiedam, 2006a). Attention will be given to the cultural supply in all areas of Schiedam.

Events, part of the cultural supply, also contribute to a lively culture climate and make the city attractive for its residents and visitors. Events in addition contribute to the total economy. This is why the municipality thinks it's important to have (financial) space for events (Gemeente Schiedam, 2006b). To improve quality of events, a new subsidy system has been developed. This system offers (subsidy) opportunities to (new) events that have more than just an economic-tourism value and meaning for Schiedam and in addition create (policy and legal) opportunities for permanent subsidies for events (Gemeente Schiedam, 2006b).

With the new model for events subsidies the city wants to stimulate and amplify the quality of events (supply, program, content and presentation) and develop events that are unique compared to existing events (Gemeente Schiedam, 2006b). Important elements of this model are four urban goals that serve as a content- and strategic basis for a new event policy in Schiedam (Gemeente Schiedam, 2006b p.18). These goals are:

- Cultural relevance: These types of events meet cultural interest and accentuate one or more cultural disciplines.
- Tourism or promotional relevance: These events attract a substantial flow of visitors from outside the city and give the city a positive economic impulse. These are also events that have a positive effect on the external image of the city and thereby contribute to marketing of the city and promotional positioning of the city.
- Social and societal relevance: These are events that increase solidarity, involvement of residents and provide a feeling of pride of the city. These events improve the wellbeing and livability of the city.
- Historic relevance: These events link Schiedam's history in their event program. Attention is given to the cultural and industrial heritage. These events also make residents and visitors aware of the rich history of the city.

Event organizers requesting municipal subsidies for an event need to meet at least one urban goal. If an event meets more than one goal, the value of the event increases along with the subsidy. The model needs to encourage organizers to invest in events that attract residents and visitors (Gemeente Schiedam, 2006b). Schiedam believes it needs new and appealing events that meet aforementioned goals if it wants to compete with other cities in the region and country.

Secondary elements

Addressing the city center is the main tourism economic focus. Focus lies on improving the city's settlement climate and on attracting new companies, investors and residents. The focus for the next five years is on further development of the city center and the Schieveste area (figure 4.3). There's a plan for development of an Urban Entertainment Center with multimedia stores in the Schieveste area (Gemeente Schiedam, 2009f). According to the city this location provides excellent opportunities and increases the attraction to Schiedam from the region. The city center on the other hand needs to become multifunctional and an area that visitors want to visit for its cultural history and its diversity of hotel and restaurants, museums, shopping and modern culture.

The most important form of leisure spending is recreational shopping, but in Schiedam this is an area with much room for improvement. The city center is the largest shopping area of the city but currently it functions moderately, there are many vacant shops. This is due to major competition in the region, the limited and small-scale (recreational) supply and absence of many national chain stores (Gemeente Schiedam, 2009e). The city claims to have a diverse supply of hotel and catering and culture and a city center with an attractive historical appearance (figure 4.4) (Gemeente Schiedam, 2009e). The city believes the historical qualities of the city center are important and can be used to attract consumers from the region seeing as this quality is (hardly) present in surrounding cities (Vlaardingen and Rotterdam) (Gemeente Schiedam, 2009e).

Figure 4.4: Shopping in the city center of Schiedam



Source: Own photo taken in July 2010

The city furthermore believes that if the retail supply in Schiedam's city center is not substantially strengthened the position of the city center as an important shopping area will slowly decline.

The city believes the culinary supply in the city is good and has a good name in the region. The city wants to further communicate and nurture this positive image (Gemeente Schiedam, 2005). In order to achieve this, the city wants to expand the catering supply needs in the areas of eateries with a good price-quality share and day catering with good lunch opportunities. The city also wants to attract companies like Australian and Starbucks (Gemeente Schiedam, 2005 p. 13). Another goal for the catering sector is to have many terraces on plazas and on water.

The municipality does not invest in new lodging accommodations. The municipality simply helps investors by making the process easier (interview with Carla Vermunt). However Schiedam will do research to find what the opportunities are for overnight stays in areas outside the city for example Midden Delfland and the Waterport on the Maas (Gemeente Schiedam, 2009d).

Conditional elements

The city believes that to receive tourists a number of basic conditions need to be fulfilled (Gemeente Schiedam, 2005). For tourism development to be truly successful the municipality needs to continue to invest in conditions essential for a well functioning urban center, such as cleanliness, safety, accessibility and business climate. The city invests in signage for motorists, in recognition of Schiedam from roads, parking spots for busses and parking facilities (Gemeente Schiedam, 2005).

Conclusion tourism visions, policies and ambitions

Tourism is a relatively young phenomenon in the city of Schiedam. Many efforts have been made to improve the city's image as a tourism destination and to promote the city. The main goal for tourism in Schiedam for upcoming years is to increase total visitors and their length of stay. Schiedam also wants to improve the quality of its cultural supply and events. These need to become more visible to its residents and visitors.

The city center is the main focus for upcoming years. The city wants to improve its shopping facilities as these contribute to the spatial structure, identity and attractiveness of Schiedam. Historical qualities of the city center can be used to attract consumers from the region seeing as this quality is (hardly) present in surrounding cities (Vlaardingen and Rotterdam). The position of the city center needs to be strengthened and become the main shopping area of Schiedam.

Other important focal points for tourism include the (further) development of a wellness cluster and further use and development of the waterfront and water in the city. More attention needs to be given to Schiedam as a water city.

By developing and expanding activities that reinforce a positive image of the city, visitors will be attracted and the city becomes more attractive for its residents. For the further development of tourism, the municipality needs to continue to invest in conditions essential for a well functioning urban center, such as cleanliness, safety, accessibility and business climate.

Delft

Delft presents itself as a city with a historic city center with monumental buildings and many knowledge based companies (The city of Delft, 2010). The city is located in the center of the Randstad between The Hague and Rotterdam (figure 4.5). On January 1st Delft had a population of 96.518 (Gemeente Delft, 2009a).

Figure 4.5: Delft and surrounding municipalities

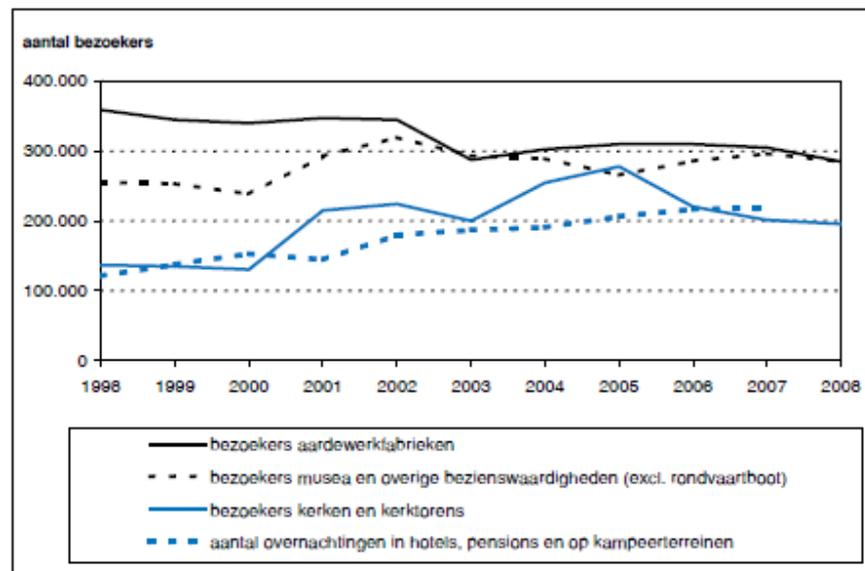


Source: Google maps, 2010b

According to ZHBT (2010a), the historical city center of Delft has been well kept and the medieval structure is still recognizable everywhere. In the 17th century Delft housed many pottery factories and it was the home basis of the VOC (Verenigde Oostindische Compagnie) (ZHBT, 2010e). The ZHBT states that in this period many famous scientists and painters resided in Delft, the most famous painter being Vermeer (ZHBT, 2010e). Delft also has a special bond with the Dutch dynasty. Prince Willem van Oranje was murdered in Delft in the 16th century (ZHBT, 2010e).

Figure 4.6: Visitors in Delft 1998-2008

On January 1st 2008 the tourism sector employed a total of 2.215 people, part-time and fulltime, mostly in restaurants (Gemeente Delft, 2009a). Since 1998 total visitors that spend the night in city have increased almost steadily (figure 4.6). No other statistics on tourism have been found, Delft Marketing has been contacted several times by email and telephone but I received no collaboration on their part.



Source: Gemeente Delft, 2009a

Tourism organizations

Delft Marketing was founded in April 2004 for the (inter) national tourism marketing and promotion of Delft (Delft Marketing, 2010a). The foundation works for and together with tourism organizations in Delft and the municipality Delft. The organization is responsible for choice of marketing strategies and profiling of the three core values which are Delfts Blauw, Oranje and Vermeer. According to Delft Marketing these core values make Delft stand out, nationally and internationally. Delft Marketing's goal is to attract more (frequent) visitors, increase length of stay and visitor spending. The primary task of Delft Marketing is to make the tourism products of Delft visible and obtainable for all visitors. Strategies to fulfill this task are listed on the activities list provided below. Another strategy is to work closely with many tourism partners on local, regional and international level, some collaborative efforts are discussed below. According to Delft marketing the core values are fully accepted by the partners and this contributes to a clear and recognizable vision carried out by the organization (Delft marketing, 2010a).

Since April 2003 the Delft VVV office has been replaced by the Tourist Information Point (TIP) which is a part of Delft Marketing. This means that standard VVV products such as books cards etc produced by VVV, are not available at the TIP. Visitors can go to the TIP, which is located in the city center, for all kinds of information and products about the city and its direct surroundings (Figure 4.7).

Delft Marketing had many activities for the year 2009 and these will be discussed here. Due to a lack of collaboration by Delft Marketing no information is found on activities for 2010. The activities for 2009 were (Delft Marketing, 2008):

- Magazine Tourism Information 2009, aimed at visitors (leisure and business) that are in Delft for a minimum of one day. This magazine is distributed at the TIP, hotels and campings in Delft, VVV offices in The Hague and Rotterdam, Rotterdam Airport, Cruiseterminal Rotterdam and through congresses of TU Delft and TNO Delft. This magazine is available in five languages: Dutch, German, French, Spanish and English.
- Tourism map for visitors that are in Delft only for a short period (business or leisure) or visitors that just want a map. This language used is a combination of English and Dutch.
- Historical walk aimed at international visitors. In 2008 a historical walk has been put together and in 2009 this walk is translated in English, French and German and is thereby aimed at international visitors.

Figure 4.7: Information about the area around Delft inside TIP Delft



Source: Own photo taken in May 2010

- Newspaper 'to Delft' aimed at region residents and only available in Dutch. This newspaper includes information on current happenings and is distributed three times a year. Each edition has another theme, in April the theme is 'The new tourism season and catering. In August the theme is 'Culture and art' and in November 'The dark days of Delft with information on the holiday season.
- Four pages in The Hague Magazine which is aimed at national visitors from The Hague and region and international visitors. This magazine is distributed in VVV offices all over the Netherlands, in hotels and attractions in the area of The Hague. NBTC sends these magazines to tourist offices abroad.
- Digital newsletters aimed at all website visitors who subscribed to the newsletter focused on special expositions and events in the city.
- Press/PR/Studytrips. Delft Marketing receives national and international journalists/touropersators/travelagents and makes customized programs for a visit to Delft.

Collaboration with other cities and organizations

As already stated the primary task of Delft Marketing is to make the tourism product of Delft visible and findable for all visitors. One way to achieve this task is by collaborating with other cities and (national & regional) organizations.

In 2008 a collaborative effort with marketing and promotion organizations from cities within the region South Holland (Rotterdam, The Hague, Leiden, Gouda, Dordrecht, Westland and Delft) was started. The goal of this collaboration is to work together intensively on marketing the region as a tourism destination, both nationally and internationally. The organizations make money available and look into opportunities to use for promotion such as (Delft Marketing, 2008):

- Buy space in various tourism media from the Amsterdam Tourist Board in order to increase visible promotion of the tourism sights of the region
- Increase visibility of the region's sights at Schiphol Airport
- Make a tourism promotional video of the region's tourism sights and show it in incoming flights of Dutch airline companies.
- Since 2006 various parties started working together to attract the MICE (Meetings, Incentives, Conferences and Events) market under the name Mills & Minds (figure 4.8). Its goal is to bundle knowledge and meeting facilities of the areas Zoetermeer, Leiden, The Hague, Delft and Rotterdam and present these to the market. The markets to be attracted are in Brussels (and surroundings) and London. The following groups are targeted; Associations, Companies, Conference-Meeting Planners, Corporate Travel, Agencies, Incentive Planners, Government (NATO, UN, EU) and NGO's. The collaborative promotion is further developed through the joint website www.mills-minds.nl (figure 4.8), press map and organization of a showcase where important buyers are brought to the region. Other activities include direct mail, advertisements in MICE trade magazines and other marketing activities.

Figure: 4.8: Home page of the Mills & Minds website



Source: Mills and Minds, 2010

Tourism Visions, Policy proposals and Ambitions

In this section visions, policy proposal and ambitions for tourism are examined. There is coherence among these memorandums and other policy documents. Culture and technology are two important components for the future of tourism of Delft as will become clear. The policies will again be classified in the primary, secondary and conditional elements proposed by Jansen-Verbeke (1986) (appendix 1).

In 2009 a Cityvision for Delft 2030 'Delft creating history' was composed. This is a long-term vision for the city that gives direction and course for the short term actions based on current tasks, opportunities, ambitions and Delft's unique qualities (Gemeente Delft, 2009a). The Cityvision is based on three pillars (Gemeente Delft, 2009b):

The first pillar is: Delft is an innovative city. Delft wants to be a technological cluster due to its technological tradition. In 2030 the city wants to have a strong technological innovative complex and the city wants to be an international node in a global knowledge network for eminent technology.

Another pillar is: Delft is a sustainable city. Delft wants to be the gem of the Randstad in 2030. The city wants its historical city center to be the place where tourists and residents go to get away from the busy cities in the Randstad and enjoy museums, culture, hotels and restaurants (Gemeente Delft, 2009b). In the Cityvision 2030 Delft states that many tourists choose a combination of history and relaxation instead of the metropolitan bustle. The city sees this as an opportunity to successfully profile itself as the 'living room of the Randstad', where visitors can enjoy an intimate friendly experience (Gemeente Delft, 2009b).

The last other pillar of the city vision is: Delft is a hospitable city. In 2030 Delft will be an international city. The city states that foreigners that live or lived in the city will act as the city's ambassadors, because they have/had a great time in the city. The city wants the people of Delft to be more proud of their city, because of its history and reputation as an international knowledge center, to feel more connected to their city and to be active in their community.

The old slogan 'Delft Knowledge city' is no longer used, because according to the city this slogan doesn't really live outside the city and outside the knowledge sector. The city wants to maintain the strategies of the slogan, there needs to remain a focus on knowledge. The new slogan theme is 'Delft creating history'. The starting point of this theme is the complete story of the 'city center of the region' including the historical city center and the three core values (Delfts Blue, Vermeer and the Oranjes) (Gemeente Delft, 2007c).

Now the city wants to focus more on the other core values of Delft. These core values include the combination of technology, history, creativity and innovation. By linking the three traditional core values to these other values the city wants to create coherent city image that offers new interesting opportunities for the tourism sector (Gemeente Delft, 2007c).

Delft aims to modernize its current image and shape it more concretely. Therefore the ambition for city marketing of Delft is formulated as (Gemeente Delft, 2007c p.8): 'Delft stands for the talent of new findings through collaboration, research and experiments. This has been happening for ages and its history is still visible. The rich history is the breeding ground for carrying out solutions for future social issues. This is why Delft is one step ahead. Delft is a free, pioneering, lively city. Core values are: Technology, Creativity, History and Innovation'. The core tourism values are found in the core value History.

In the city marketing memorandum projects are listed that can support this image: (Gemeente Delft, 2007c):

- The city wants to stimulate initiatives that improve the image. Criteria include: the initiative needs to contain all four components (Technology, Creativity, History and Innovation). It has to be linked to Delft, be physically visible for passersby or have sufficient reach towards desired target groups through publicity.
- Delft wants to be recognized at a glance. The aim is for all campaigns to have the same city style. The new appearance of Delft needs to be consequent and carried out by many.
- The city wants to develop new promotional means. After developing the city style, the city wants to establish promotional products to reach companies, residents and visitors.

Delft Marketing put together a plan for 2009 indicating all activities for 2009 for tourism promotion of Delft as discussed previously. The focus lies on expanding functionalities of the websites delft.nl and delft.com and increasing stay-over and day tourism. General focus of 2009 was to communicate the core values mentioned above nationally and internationally (Delft Marketing, 2008).

On national level Delft Marketing wants to focus on:

- Stimulate stay over tourism (weekend trips) by attracting target groups consisting of people age 50 and up. A campaign has been launched for promotion of stay over tourism (in the form of weekend getaways) to stimulate visits to the city and increase publicity of www.delft.nl. Advertisement space will be bought in the meta magazine of the NBTC to promote weekend getaways in Delft.
- Stimulate day tourism by attracting target groups: fun shoppers, day tourists and national and international event visitors. Target groups are region residents and national visitors (for events). Radio spots for events are sponsored (50%) by Delft Marketing and events can be placed on www.delft.nl and displayed on www.lekkerweg.nl.

The focus on international level is:

- Stimulate culture and city tourism by participation in NBTC's City Break campaigns in UK, Germany, Belgium, France, Spain and Italy. Target groups are people of age 30 and up interested in city trips.
- Participation in NBTC packets for USA and Japan.
- Collaborate with TU Delft to attract business congresses, broaden website functions and increase visibility of 'Delfts technology'.
- Stimulate international tour operators (through NBTC workshops in the Netherlands) to take up Delft in their programs for group travels, incentives and individual (business) travels.

Delft collaborates with The Hague through the campaign of the 'City-Card The Hague-Delft'. Visitors can use this card to get aboard a tourism tram (24 or 48 hours) for transportation in and between the cities. They also receive discounts at many attractions that are located along the route. Target groups are international tourists, residents of both cities, hotels (for incorporation on arrangements) and tour operators.

Delft marketing will also be present at the FITUR which is a big international tourism fair, where mainly Portuguese, Spanish and Central American tour operators are present.

Primary elements

Delft wants to expose its historical technological, creative and innovative aspects. By linking the traditional core values Delfts Blue, Vermeer and Oranje with the new core values Technology, Creativity and Innovation the city believes the tourism supply will become more distinctive and more substantial (Gemeente Delft, 2007a). Furthermore the city states that new target groups like congress-tourists and the new generation tourist will be better reached.

Delft wants to attract more business tourists and become a hub for congresses. It will focus on the needs for small or medium scale science congresses on knowledge areas clustered in Delft (Gemeente Delft, 2007c).

In 2009 Delft Marketing wants to work closely with TU Delft to (Delft Marketing, 2008):

- Provide tourism information to TU (magazines, digital content, contacts etc.) on congresses and recruitment of national and international students
- Offer professional support to professors of TU who want to organize congresses in Delft
- Offer support for the idea of making technology more visible in the city center

According to Delft its uniqueness is that the city has an enthusiastic cultural sector, many volunteers, considerable creativity, a strong commerce and entrepreneurship tradition, many visitors, a strong interdependence of culture and residents and much involvement of the residents with their city (Gemeente Delft, 2007a). The city claims to distinguish itself through its combination of heritage and new creative technology and industry. By linking the past and current top qualities with the development of the creative industry and knowledge economy, Delft wants to further reinforce its national position. The city also wants to have more heritage

The city wants to expand its shopping facilities and create a second shopping route. Currently there is one shopping route namely the shopping-street Nieuwe Langendijk (figure 4.10). Figure 5.25 shows the brochure with information about this shopping route.

Delft wants to stimulate and improve the social/cultural/economic and tourism climate of the city center by promoting local economic operations, making the city center attractive for visitors and by improving its livability and sustainability for residents and other users (Gemeente Delft, 2008b).

None of the policies focus explicitly on plans for restaurants and hotels in the city.

Conditional elements

The policies do not focus much on the conditional elements. Only two important conditional elements are found in the policy documents. The first one is that the city wants to invest in the tourism infrastructure such as electric information pillars and tourism signage in the city center (Gemeente Delft, 2007c). The city also wants to invest in improving the quality of public areas, especially of the city center (Gemeente Delft, 2008b).

Conclusion tourism visions, policies and ambitions

Through different strategies Delft wants to be the “historical center” of the region (Randstad). The city wants to focus on its combination of heritage and new creative technology and industry and also illustrate these better. Delft wants to focus on the core tourism values (Delfts Blauw, Vermeer and the Oranjes) but also on other core values like the combination of technology, history, creativity and innovation. By linking these core values the city wants to create a coherent city image that offers new interesting opportunities for the tourism sector.

Delft collaborates with other cities, regions and organizations to better promote itself. It also collaborates with European partners and makes use of European financing to realize its economic and cultural-historical projects. Projects with other cities include the ‘The Hague City Card’ and the Minds & Mills initiative. Delft wants to attract more business tourists and be a location for congresses. Collaboration between Delft and TU Delft is also increasing. Delft for example collaborates with TU Delft to attract business congresses, broaden website functions and increase visibility of ‘Delfts technology’.

Delft has many culture tourists and wants attract more (stay-over) visitors by means of a purposeful events policy. The goal is to encourage events to support the image of Delft. The city plans to invest in existing and new events that fit the image of Delft. Links will be made between events and the core values (technology, history, creativity and innovation).

‘Delft creating history’ is the new motto of the city’s style. The municipality wants all parties in Delft to work towards one consequent image of the city. Delft should be recognized at a glance. All campaigns will have the same city style. The new appearance of Delft needs to be consequent and carried out by many parties.

Gouda

Gouda is a historical city located in the middle of het Groene Hart (figure 4.11), in the province of South Holland. According to Gouda, the name of the city is linked to the cheeses that have been traded for centuries on Gouda’s cheese market (VVV Gouda, 2010). The ZHBT states that Gouda is truly Old Dutch city with an almost intact city center (ZHBT, 2010f).

Figure 4.11: Gouda in the Groene Hart



Source: Stag club, 2008

On January 1st 2009, Gouda housed 70.828 residents, but the number of residents has been lightly decreasing since 2004 (Gemeente Gouda, 2009a). The city pulls more than half million Dutch visitors from outside the city on a yearly basis (table 4.2) and the number of visitors has increased with 16% since 2004, there are no data for 2008 and later (Gemeente Gouda, 2009a).

Table 4.2: Visitors, frequency of visits, average spending and total turnover of Dutch visits in Gouda in 2004-2007

| | 2004 | 2005 | 2006 | 2007 |
|-------------------------------------|---------|---------|---------|---------|
| Number of visitors | 489.000 | 547.000 | 577.000 | 567.000 |
| Frequency of visits | 2.48 | 2.33 | 2.20 | 2.50 |
| Average spending | 38 | 39 | 42 | 38 |
| Total turnover in millions in Euros | 45.9 | 49.9 | 52.2 | 54.2 |

Source: Gemeente Gouda, 2009a

Cultural institutions attract around 500.000 and 600.000 visitors per annum (table 4.3). Most visitors go to the library and the theater. Visitors to libraries account for almost 60 percent of all visits to cultural institutions (Gemeente Gouda, 2009a). Around 30 percent of visitors visit the theater and 5 percent go to museums.

Table 4.3: Number of visitors (including residents) to cultural institutions* in Gouda in 2004 - 2006

| | Number of visitors |
|------|--------------------|
| 2004 | 556.695 |
| 2005 | 504.115 |
| 2006 | 590.974 |

Source: Gemeente Gouda, 2009a

* Library, archives, museums, work barges, conservatory, teen home theater, theater and resistance museum.

Tourism organization

In 2009 the municipality of Gouda and Stichting Marketing Gouda (SMG) decided there is no more need for a performing organization for city marketing. The reasons for this decision are not clear, however in 2010 a new organization will take over all activities from SMG and Gouda will have a new organizational form, Platform City marketing. The town council agreed on a proposition for a new structure with the intent of bringing city marketing to a higher level (Gemeente Gouda, 2010). In this structure the municipality works closely with the Platform City marketing. The Platform consists of the Chamber of Commerce, Board of Trade Industry and Services, housing corporations Mozaïk Wonen and Woonpartners Midden Holland, the Samenwerkende Ondernemersverenigingen Gouda (collaborating associations for entrepreneurs), the VVV and the municipality itself. A city marketer will be appointed to enhance and elaborate proposals and resolutions made by the Platform. The municipality is in charge of directing the city marketing. The goal of this new structure is to strategically take up city marketing as an entity (Gemeente Gouda, 2010). The new organizational structure stimulates collaboration between different parties in the city and promotes synergy. The city marketer is the connecting link between all parties. Parties in the Platform gathered in 2010 and have come up with a collaboration-model with all tasks and responsibilities (Gemeente Gouda, 2010c). On June 7th 2010 no city marketer was appointed yet (Interview Ima Boevé). Due to budget deficits Gouda is not able to truly market towards market groups.

Collaboration with other cities and organizations

During a short telephone interview with Andrea Olieman of the municipality of Gouda some questions were posed about collaboration of Gouda with other cities, ZHBT and NBTC. According to Andrea Olieman Gouda cooperates with ZHBT in the sense that the director of VVV Groene Hart is in the board of the ZHBT and the headquarter of VVV Groene Hart is located in Gouda. More information about collaboration with ZHBT could not be traced because VVV Gouda could not collaborate and Andrea Olieman did not know the exact details of collaboration between Gouda and the ZHBT. According to Andrea Olieman VVV Gouda is most occupied with implementation of tourism plans and is sometimes involved with NBTC, but this involvement runs through ZHBT. From the NBTC website it was noted that Gouda is included in NBTC's City Breaks campaign.

According to Andrea Olieman there is no collaboration with other cities because surrounding cities are not really occupied with tourism. She informs that Gouda is initiating consultation with surrounding municipalities about tourism, but there is no structural collaboration and/or plans.

Gouda works very tightly with VVV Groene Hart. The city perceives VVV Groene Hart as a place where residents and visitors can become acquainted with the tourism-leisure supply in and around Gouda (Gemeente Gouda, 2008b). This is why the city wants to continue collaboration with the organization.

Gouda states that leisure needs within in the city are increasing but also from within the region (Gemeente Gouda, 2009c). Therefore Gouda wants to increase leisure possibilities outside the city by improving accessibility and use of the green areas around Gouda, (Gemeente Gouda, 2009c). The city sees many possibilities for the outer area of the city for day recreation, stay-over recreation, agro-tourism, watersports and sports relaxation (Gemeente Gouda, 2005). The city wants to start regional consultation with VVV, nature and recreation organizations, the province and municipalities in the region about improving connections between Gouda and recreation possibilities in nature areas around Gouda (Gemeente Gouda, 2005).

Tourism Visions, Policies and Ambitions

In this section visions, policy proposals and ambitions relevant for tourism will be dealt with.

Gouda wants to utilize its tourism and recreation potentials. The city wants to achieve an increase in length of stay and spending of visitors in the city center by strengthening its current cultural historical and nature values in combination with reinforcement of retail trade, hotel and catering sector, tourism and recreation (Gemeente Gouda, 2005).

The tourism supply in the city center also needs to be improved according to the city and the focus needs to be on Gouda's historical and nature values (Gemeente Gouda, 2007). The city finds it important to improve publicity of Gouda in the region Midden Holland amongst residents, visitors, companies and government institutions.

In august 2007 a vision for the city marketing for Gouda has been composed. Goal of this vision is to clearly state which explicit and positive image residents, companies and visitors have of Gouda. According to the city, this image has to be pursued to promote wellbeing and welfare of the city (Gemeente Gouda, 2007). This vision states that involvement of all city actors is important: Residents as users and ambassadors of the city, companies as producer of employment and visitors as users of a specific part of the city and as ambassadors (Gemeente Gouda, 2007). Gouda wants to use city marketing (Gemeente Gouda, 2007):

- As leading framework for shaping municipal policies and projects and guarantee city marketing in the organization.
- To make sure that the appearance of promotional texts, images and materials is in line with the desired image and positioning of Gouda.

Primary elements

The city composed three market propositions with the aim of meeting the needs of residents, companies and visitors (Gemeente Gouda, 2007). The propositions that follow are not slogan proposals, but content descriptions for the desired image and positioning of the city. Translation of these descriptions will be done by a marketing communication agency (Gemeente Gouda, 2007).

Proposition 1: Gouda, historical city fully in the 21st century

Target group: companies (primary target group; clusters of office-based services, leisure spending and care & wellbeing) and residents (primary target group: people with (above) average income)

Core values: central location, expanding and renewing

Carriers: Spoorzone, Hamstergat, Westergouwe, Huis van de stad, Goudse Poort

Proposition 2: Gouda, historical city in the heart of the Groene Hart

Target group: residents (primary target group; young families) and visitors (primary target group; active city people, nature lovers, water-tourists and sports people).

Core values: green, water, nature, tranquility and space

Carriers: Reeuwijkse Plassen and Krimpenwaard

Proposition 3: Gouda, historical city where time sometimes stands still

Target groups: visitors (primary target group: vital people age 50 and up)

Core values: culture, charm, reflection, water, peaceful

Carriers: town house, cheese, church of SintJan/Gouda glasses, museum, events, whisperboats in canals and hotel and catering industry

The last two propositions are focused on visitors and will be dealt with briefly. For proposition number 2 the aim is to carry out Gouda as the main place to experience the Groene Hart. To make this proposition happen, Gouda believes it needs to distinguish itself from other cities in the Groene Hart. The municipality also wants to focus on development of leisure possibilities and take away obstacles between the city and the outer areas.

The ‘sometimes’ in proposition 3 emphasizes the need to relax, breathe and energize as a reaction to busy lifestyles. The city believes it links well to the trends of growing demand for nostalgia and authenticity and an increasing interest in religion, life views and spirituality. According to Gouda it is a city that offers the chance to escape the spirit of age and catch one’s breath near the water with its charm, attractive cultural supply and variety in the catering sector.

The historical city is the binding element in the three market propositions. According to the Gouda proposition 3 is already being realized. The city states that visitors come for the church of Sint Jan and the cheese market, but the supply that fosters residents’ pride can be further reinforced.

Gouda sees its historic city center as the core quality of the city (Gemeente Gouda, 2009b). Currently there are insufficient links between the historic center, cultural institutions and the target groups: residents, companies and visitors. These links can be strengthened or established by (Gemeente Gouda, 2009b):

- *Target group Residents:* fostering residents’ pride for their city. The idea is to open up the cultural heritage for residents through for example heritage education. Another strategy to strengthen their pride is through providing better information on supply especially because at the moment information on various forms of art is very fragmented.
- *Target group Companies:* knowledge about Gouda as a business location needs to be expanded. The idea is to let companies see that Gouda is a beautiful historic city with many new developments and opportunities for companies. A future activity will be a welcome packet for companies with information on Gouda’s cultural institutions amongst others.

Target group Visitors: visitors need to become acquainted with the cultural heritage of Gouda. The relation with water should be better exploited when profiling the city and it is also important to pull visitors further than just the market with its city hall. The historical link to the Groene Hart (figure 4.11) is also important. New arrangements are going to be set up where historical highlights of the city, such as Gouda's glasses, are combined with supply somewhere else in the Groene Hart.

Gouda states that it will have to distinguish itself by offering business and culture tourism, (sports) events and theme and entertainment centers in or connected to the city center in addition to tourism attractions in order to have greater economic value (Gemeente Gouda, 2007). Aside from its city attractions Gouda also believes that its surrounding nature areas provide opportunities for relaxation that in turn provide more economic profit (Gemeente Gouda, 2007).

Figure 4.12: Museum port Gouda



Source: On photo taken in June 2010

Gouda is trying to strengthen its position as a water city and thereby uses opportunities to attract water tourists. In 2004 Hollandse Waterstad took over the citizen initiative that started in the early nineties (Leven met water, 2010). Hollandse Waterstad is the name for some ambitious plans to give Gouda its strategic location by the water back. It involves collaboration between many parties to restore the water in the historical inner city by making the historical watercourses visible and usable again. Parties involved in the project are Gemeente Gouda, the WaterBoard for Rijnland, the Watergilde, historical union Die Goude, ZHBT, Civil Service for Archeology, Cultuurlandschap en Monuments, Ykema garden and landscape, NOK (Network for Environmental Qualities) and the province of South Holland. The city believes that

these ambitions make Gouda attractive for residents, water and culture tourists. The city uses its history with water as an economic impulse for the inner city. One example is the Museum haven (Museum port) in Gouda (Figure 4.12).

According to the city the port and the river Gouwe with their restored locks (sluis) and bridges create an attractive image of Gouda as Holland's watercity (Leven met water, 2010). Moreover, the city believes that moored ships in moats, whisper boats in the canals and terraces by the water will provide activities and attract more visitors to the city. The city uses its history with water as an economic impulse for the inner city.

Gouda believes it has a center function in the region as many cultural facilities in the city are used by residents of surrounding municipalities (visitors) (Gemeente Gouda, 2009b). According to the city collaboration in the region on culture education and culture reach has improved in recent years and the municipality wants to further expand this collaboration (Gemeente Gouda, 2009b). New initiatives in the cultural field are considered essential by Gouda because cultural heritage and cultural institutions in Gouda are perceived to play an important role in profiling Gouda as a historical city. Gouda believes that ‘an excellent level of cultural facilities and the presence of historical heritage have indirect economic effects as it contributes to the attractiveness of cities for new companies, residents and tourists’ (Gemeente Gouda, 2009b p.55). The city wants to make the culture supply more accessible and visible. By improving publicity of Gouda’s cultural supply the city aims to attract more visitors and let the (cultural) attractiveness of Gouda stand out (Gemeente Gouda, 2009b). The city believes that this also strengthens support for conservation and management of cultural heritage and the development of cultural activities.

Figure 4.13: Gouda and some surrounding municipalities



Source: Google maps, 2010c

Events are considered a part of the cultural supply and according to the city contribute to a diversified and attractive cultural supply in Gouda. The city’s aim is to reach an event friendly atmosphere that contributes to a dynamic development of Gouda on various areas such as cultural, cultural historical, sports and social (Gemeente Gouda, 2008a). Moreover the city believes that appealing events also significantly contribute to the economic development of the city and its settlement climate (Gemeente Gouda, 2008). The city aims to hold

a limited amount of big events to profile the city.

During an event attention can be given to companies and organizations that made the event possible, but the image quality of the cultural historical city center needs to be maintained. This is a subjective criterion and therefore some conditions are set (Gemeente Gouda, 2008a).

Secondary elements

Gouda wants to increase total visitors, their length of stay and their spending by improving and expanding the hotel and catering sector (Gemeente Gouda, 2005).

The city believes that strengthening and expansion of lodging accommodations, restaurants and cafés in different segments can contribute to an increase in length of stay, the residence climate and spending in the city center (Gemeente Gouda, 2005). A combination of hotel and catering near nature areas with relaxation opportunities also has economic potential according to the city. Gouda wants to focus more on the economical and social potential of the catering sector without losing focus on the balance between livability and the living environment of the city and wants to offer space for the realization of attractive hotels and the catering sector that meet consumers' desires (Gemeente Gouda, 2005).

Gouda wants its retail trade to attract more shopping visitors from Gouda and other surrounding municipalities and thereby limiting a drain of purchasing power to surrounding shopping centers like Zoetermeer, Alphen aan den Rijn and Rotterdam Alexander (figure 4.13) (Gemeente Gouda, 2005). According to the city retail trade supply can increase its attractive power by expanding total supply, more diversity of supply and by modernizing the supply by for example attracting large retail establishments in (and around) the city (for example Primark in Rotterdam Alexander) (Gemeente Gouda, 2005). Gouda wants to be the main shopping center in Midden Holland. With a strong recreational position the city wants to respond to future shopping and facility needs from people of Rotterdam-Zoetermeer-Gouda (Gemeente Gouda, 2005). Figure 4.14 shows shops in Gouda's main shopping street, Kleiweg.

Conditional elements

The policies don't focus much on the conditional elements. In general Gouda believes that improvement of basic infrastructure is a priority and that when this is fully present it will be a decisive factor for returning visitors (Gemeente Gouda, 2007). The city wants to focus on improving its basic infrastructure by for example reviving the city center, allowing limited promotion on facades and improving parking outside the city by initiating a bus route that takes visitors to the city center.

Figure 4.14: Shopping in Gouda's city center



Source: Own photo taken July 2010

Conclusion tourism visions, policies and ambitions

Many policies focus on the economic profit of tourism and tourism related sectors for the city. Gouda wants to stimulate and support initiatives that strengthen, broaden and renew supply of retail trade, hotel and catering sector, tourism & leisure attractions and culture and in so doing increase and improve lodging options, length of stay and spending in Gouda. Gouda wants to be the main shopping area for Midden Holland. It wants its retail trade to attract more shopping visitors from Gouda and other surrounding municipalities.

To be economically successful Gouda believes it will have to distinguish itself by offering business and culture tourism, (sports) events and theme and entertainment centers in or connected to the city center in addition to tourism attractions. Gouda needs to diversify its tourism product. A recurrent issue is the communication of the cultural supply. By making the cultural supply of Gouda known to everyone, the city wants attract more visitors and make the (cultural) attractiveness of Gouda stand out. This is important for all target groups (residents, companies and visitors).

The current profiling of water in the city is insufficient at the moment according to the city. Hollandse Waterstad is an initiative to restore the water in the historical inner city by making the historical watercourses visible and usable again and create an attractive image of Gouda as Holland's watercity. The city wants to make more use of its cultural historical relation with water and profile its heritage in such a way that the brand name Gouda is no longer only associated with cheese.

Gouda also wants to be the main city in the Groene Hart. The aim is to carry out Gouda as the main place to experience the Groene Hart and thus to pull the Groene Hart more towards Gouda. To make this proposition happen, Gouda needs to distinguish itself from other cities in the Groene Hart.

What is most important for Gouda is that the city remains attractive for its residents as well as tourists and businesses. The main goal is to increase the number of visitors and their length of stay and spending. The city wants to achieve this by focusing more on the economic and social potential of the hotel and catering sector by strengthening and expanding lodging accommodations, restaurants and cafés in different segments. The city states that an excellent level of cultural and historical heritage facilities have an indirect economic impact as they contribute to the attractiveness of cities for new companies, residents and tourists.

Chapter 5 What the Websites and Brochures tell us

This chapter deals with the outcomes of the analyses of the main tourism websites and brochures provided by Schiedam, Gouda and Delft. The use of social media by the cities will also be examined. Do the cities make use of social media, what type of social media do they use and how are they being used?

Based on findings from the literature reviews some questions were posed concerning the content and layout of websites (see chapter 2). Through analyses an attempt is made to answer these questions and get a view of the way the cities are represented on their websites. Another goal is to find out whether the websites profile what is stated in the policy documents analyzed in chapter 4. In chapter 4 the visions and ambitions for tourism in the city were dealt with along with what the cities want to focus on for the upcoming years. Are these ambitions and focus areas profiled on the websites?

Before examining the results of the websites' analyses a look will be taken at the way in which the cities are presented on the websites of the NBTC and ZHBT. Visitors can also find information about the cities through searching on these websites, and so it is interesting to see how NBTC and ZHBT profile the cities. Is the information about the cities easy to find? Is there a difference in the way the cities are represented? What images of the city are featured the most on the websites? Does the information and representation on these websites coincide with the image the cities want to project, as discussed in chapter 4?

These websites have been analyzed in the period between June 11th and June 29th.

Websites NBTC

NBTC international websites

NBTC has two websites, one for Dutch visitors 'www.Lekkerweg.nl' and one for international visitors 'www.holland.com'. The international website is different for various countries of origin. The website for the countries USA, Canada, UK & Ireland, Belgium and Spain are analyzed. Due to lack of knowledge of other languages and time constraints only these sites are analyzed. The remaining websites are for the countries: Germany, Japan, Russia, Denmark, France, Italy, Sweden and 'other countries'.

The website for USA visitors is the same as the website for Canadian visitors. These websites mostly offer information about Amsterdam, the province of North Holland and Rotterdam. The websites provide limited information about the three cities and the information that is available is usually connected to events or museums.

One example is the Porceleynse Fles in Delft, this information is found when clicking on the tab travel and then the tab traditions (figure 5.1).

Figure 5.1: Homepage of www.holland.com for USA and Canadian visitors



Source: NBTC, 2010e

The websites for Spain, Belgium, UK & Ireland have the same layout and this layout differs from the USA and Canadian websites.

The homepage of the website for Belgian visitors has 7 main tabs (figure 5.2). The tab “Steden” offers information about cities in the Netherlands but only the city of Delft is present in this list (figure 5.3).

Figure 5.2: Home page www.holland.com for Belgian visitors



Source: NBTC, 2010f

In the tab “Steden” tips and ideas for things to do in Dutch cities are provided. Two of the 7 tips and ideas are attractions located of Delft, namely the Royal Porceleyne Fles and Vermeer Centrum Delft. In the list of cities there is information about Delft (figure 5.3). The page containing information about Delft has a picture slide show of five pictures. There is one picture of people on a terrace, a canal boat, the city center, a specialty shop and one of special buildings. The page contains five paragraphs referring to the city’s rich history, Delfts Blue and pottery, the Royal Oranjes and its cozy city center.

Information about Gouda and Schiedam is found when clicking on the “Region” tab (figure 5.2) and then clicking on the region of South Holland. However information about the cities in the

province of South Holland is not available at the moment, you get a report that the pages aren't found. In the tab for cities in South Holland there's a picture of Gouda's city hall.

Figure 5.3: Cities in the Netherlands on the NBTC website Belgium

Overige steden

Overige steden

Assen

Deftige oude stad met schitterende gebouwen en rustige parkjes.



Meer >

Haarlem

De hoofdstad van de provincie Noord-Holland bezit een aantrekkelijke oude binnenstad.



Meer >

| | |
|------------------|--------|
| Breda | open + |
| Delft | open + |
| 's-Hertogenbosch | open + |
| Eindhoven | open + |
| Groningen | open + |
| Leiden | open + |
| Leeuwarden | open + |
| Lelystad | open + |
| Middelburg | open + |
| Zwolle | open + |

Source: NBTC, 2010g

The website for Spain has information about all three cities. This information is found when clicking on the "Destinos tab" (figure 5.4). On the right side of this page there are five cities namely Amsterdam, The Hague, Rotterdam, Utrecht and Maastricht. Information about more cities is found when clicking on the tab 'Otras Ciudades'. There are 13 'other cities' on the website and all three cities are present in this list. Some other cities include Harlem, Volendam, Leiden and Assen. Information on all cities is provided when clicking in the city. On the page for Schiedam the city is presented as the city of gin. The mills of Schiedam are mentioned as well as three other attractions namely the Stedelijk Museum Schiedam, Nationaal Coöperatie Museum and the mill 'De Nieuwe Palmboom. This information is provided in two paragraphs of 3 to 4 sentences each. What is astonishing is that for Schiedam the picture of Gouda's city hall is used (figure 5.5).

Figure 5.4: Home page of www.holland.com for Spanish visitors

Turista **Prensa** MICE Trade
Travelling from **España**
Tiempo **26.1°C** 



Introdúzca palabras clave

Buscar

Home
Destinos
Qué hacer
Prepara tu viaje
Facetas de Holanda
Holanda en su móvil
Holanditis



Tipico Holandés

Leer más

Source: NBTC, 2010h

Delft is presented as the city of the famous painter Vermeer and is referred to as a historical city where medieval structures are still present. Three attractions are mentioned, namely the Royal Porceleyne Fles, the Stedelijk museum Prinsenhof and the museum Lambert van Meerten. This information is provided in two paragraphs of 3 to 4 sentences. There are two pictures of Delft, one of the city hall and one of a picture of Prince Willem on glass windows inside the Nieuwe Kerk.

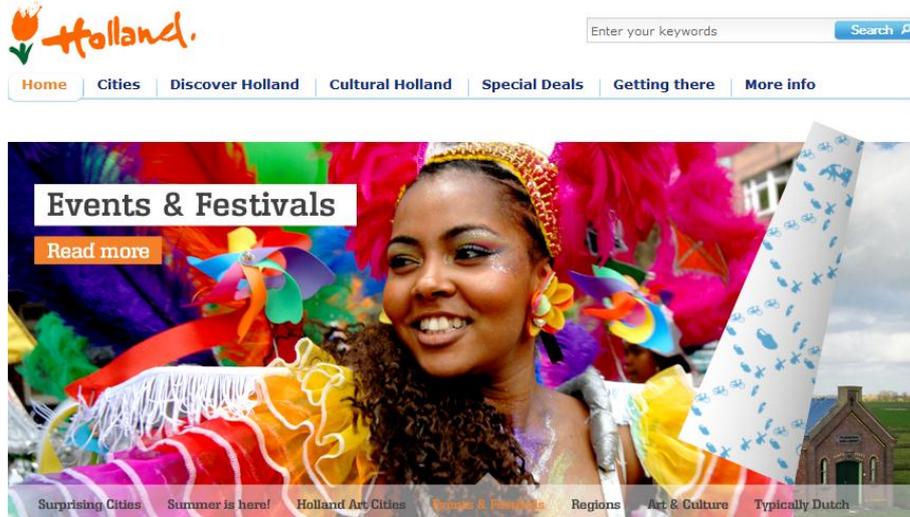
Gouda is referred to as a true Old Dutch city with rich history as well as a lively city. Canals, bicycles, terraces and mills are all mentioned as special attractions or experiences in Gouda. NBTC states that Gouda is mostly known for its cheese and the impressive church of Sintjan. This information is provided in two paragraphs of 2 to 3 sentences. There is one picture of three girls in traditional clothing holding cheese and two boys also in traditional at the cheese market.

Figure 5.5: Other cities on the NBTC website for Spain

| | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Gouda</p>  <p>Rica en historia y un ambiente chispeante.</p> <p>Más ▶</p> | <p>Enkhuizen</p>  <p>Un puerto situado en el IJsselmeer</p> <p>Más ▶</p> | <p>Haarlem</p>  <p>El hermano pequeño de Ámsterdam</p> <p>Más ▶</p> |
| <p>Leiden</p>  <p>Donde se encuentra la universidad mas antigua</p> <p>Source: NBTC, 2010i</p> | <p>Noordwijk</p>  <p>Playa ancha y un largo bulevar.</p> | <p>Schiedam</p>  <p>La ciudad de Ginebra</p> |

The website for UK & Ireland also offers information about all three cities. In the tab “Cities” on the home page (figure 5.6) there is information about the cities Delft and Gouda. Schiedam is not present in this list of cities. In the page for information about cities in Holland, the Vermeer Centrum in Delft is highlighted as a “Thing to do”. The page with information about Delft contains five paragraphs referring to the city’s rich history, Vermeer, Delfts Blue and pottery, the Oranjes and its cozy city center. There is a slide show containing five pictures, one of the Oude Kerk, Delft’s east gate, a picture of Prince Willem on glass windows inside the Nieuwe Kerk, old buildings and the Delft Water Authority building.

Figure 5.6: Home page of www.holland.com for UK & Ireland



Source: NBTC, 2010j

The page containing information about Gouda opens with a photo of three girls in traditional clothing holding cheese and two boys also in traditional at the cheese market. The page contains four paragraphs presenting the city as a diverse city with much to offer. Highlights of the city are provided including museums, antique tours and the church of SintJan. A special paragraph is dedicated to cheese and the cheese crafts museum in Gouda.

In the tab ‘Cultural Holland’ there’s a tab for ‘Typically Dutch’. Gouda is presented as one of the important cheese cities of the Netherlands (figure 5.7). When clicking on the tab “Windmills” (5.7) three mills are presented. There is another tab you can click on to show all six mills. Here one can find information about the stilling mills of Schiedam. NBTC states that the mills ‘De Noord’ (The North) and ‘De Vrijheid’ (The Freedom) are the two tallest windmills in the world, measuring over 33 meters (NBTC, 2010l). This is also the way Schiedam presents itself, as a city with the tallest windmills in the world.

Figure 5.7: Holland’s Icons on the NBTC website for UK & Ireland

Holland's Icons

Cheese

Windmills

Great Dutch Painters

World Heritage Sites

Alkmaar and its cheese market



The North Holland city of Alkmaar is famous worldwide for its cheese market.

Gouda and cheese



World-famous for its Gouda cheeses.

Edam



The round Edam cheeses have been exported to all corners of the world.

Source: NBTC, 2010k

NBTC national website

The website aimed at Dutch visitors provides a lot of information about the three cities. On the homepage there's a map of the Netherlands with some cities highlighted (Figure 5.8). However none of the three cities are in this list.

In the tab for cities (figure 5.9 & 5.10) there are two lists of cities, on the left side there's a list with the main cities and on the right a list with other cities (12 cities total).

Delft is mentioned in the list showing other cities (figure 5.10). When you click on Delft you are directed to a page containing a map of Delft and information on the three core values (Delfts Blue, Vermeer and Oranjes), shopping, what to do in the city and city walks. The map shows the location of the Vermeer Centrum, the Koninklijke Porceleyne Fles (pottery factory) and the TIP (Tourism Information Point).

To get information about Schiedam and Gouda you have to click three times (cities>other cities>intro other cities) before you're directed to an alphabetical list of the cities. On the page containing information about Schiedam there used to be a picture of the city hall of Gouda (on June 5th 2010). I emailed NBTC about this mistake but didn't get any response and a week later the picture was still there. I found it remarkable that NBTC could make such a mistake, it seemed to show a lack of appreciation for the city. When I checked back on June 15 there was a new picture, one of the old city hall of Schiedam Underneath the picture there is one paragraph (± 5 sentences) with information about the city talking about gin, mills, the old city hall and historical buildings.

On the page containing information about Gouda there is a picture of three girls and two boys in traditional clothing holding cheese. There is one paragraph (+- 5 sentences) with information on the city referring to the fairytale city hall, canals, stroopwafels, cozy terraces, surprising shops and the church of SintJan amongst others.

Figure 5.8: Map of the Netherlands

Steden en regio's



| Steden | |
|------------|------------|
| Amsterdam | Arnhem |
| Assen | Den Bosch |
| Den Haag | Groningen |
| Haarlem | Leeuwarden |
| Lelystad | Maastricht |
| Middelbura | Rotterdam |

Source: NBTC, 2010m

Figure 5.9: NBTC's home page of www.lekkerweg.nl



Source: NBTC, 2010m

In the alphabetical list of cities there is more information about Delft and the information found here is different from the information provided in the link for other cities (figure 5.10). The page containing information on Delft has a picture slide show of five pictures. There is one picture of people on a terrace, a canal boat, the city center, a specialty shop and one of special buildings. The page contains five paragraphs referring to the city's rich history, Delfts Blue and pottery, Oranjestad and its cozy city center. There is no mention of technology and knowledge in the city.

Figure 5.10: Lists of cities in the home tab for cities on www.lekkerweg.nl



Source: NBTC, 2010n

In the tab for congresses (figure 5.9) there is information on all congress cities. Delft is not presented as a city for congresses.

More information on Gouda is found when clicking on the “Regio” tab (figure 5.9), then clicking on Groene Hart and finally clicking on Gouda. This page contains information about Gouda and has a picture slide show with pictures of the city hall, cheese-market, canal tours, the church of

Sint Jan and a cozy terrace. It also contains four paragraphs referring to Gouda as a historic city in the Groene Hart, Gouda as a water city and provides information about dining in Gouda and on Gouda's location in the Groene Hart. Information about two other cities in the Groene Hart is also provided (Leerdam and Woerden).

In the tab "Regio" (figure 5.9) there is information about cities and attractions in the region of South Holland. This page contains a map of the area and all three cities are highlighted on this map (figure 5.11).

Figure 5.11: Cities in South Holland on www.lekkerweg.nl



Source: NBTC, 2010o

In the tab "Dagje uit", or daytrips (figure 5.19) special information is provided for groups. On this page there are two pictures of Gouda's city hall (figure 5.12). One might conclude that NBTC perceives Gouda as a very attractive city for group arrangements. Information about group arrangements in Gouda is not explicitly dealt with, one is directed to the national VVV website for more information.

Figure 5.12: Groups in the Netherlands on www.lekkerweg.nl



Source: NBTC, 2010p

Conclusion NBTC Websites

NBTC's international websites seem to focus more on Delft compare to Schiedam and Gouda. Delft is presented as a city with attractive attractions such as the Royal Porceleyne Fles, Vermeer and the Royal Oranjes. The three core values Delft wants to focus on are well represented on the international websites.

The website for Belgium visitors features no information about the cities Gouda and Schiedam. The cities are featured but the pages containing information are currently not available and it is not clear whether this is the case for some time or if it is a recent phenomenon. On the other websites Gouda's city hall is projected very often but is not mentioned as much as it is projected. The church of SintJan is mentioned more often than the city hall. Gouda is presented by all the websites as a lively historical cheese city. The city wants to be perceived as a lively city but wants be less connected to cheese. This traditional icon is however still very much attached to city, at least on these international websites.

Schiedam is the city least present on the websites. Where present the city is projected as a city with strong ties to its gin history. The city's mills are also mentioned very often. Gin is one of the unique selling points Schiedam wants to focus on and this is very well represented on the websites. The other selling points, Saint Liduina, Art and water are not represented on the websites. The international websites focus more on the bigger cities, like Rotterdam, Amsterdam, Utrecht, The Hague and Maastricht. This might be a reason why the cities, especially Gouda and Schiedam are underrepresented on the websites.

The national website offers information about all three cities and this information is much more substantial compared to the national websites. On the national website Delft is more often present compared to Schiedam and Gouda. The three core values of Delft are again well represented, the Royal Porceleyne Fles and Vermeer Centrum in Delft are mentioned very often. Delft is also presented as a city with many shopping possibilities and the city center of Delft is projected as a cozy historical center. Delft wants to improve its image as a technological city but this image is not projected on the national website or the international website.

The national website presents Gouda as a cozy historical city with lots to do. Again there are many pictures of the city hall of Gouda and like the international website Gouda is projected as a cheese city. Gouda wants to be perceived as an attractive city to shop and aims to be the main city of the Groene Hart. The national website offers information about the Groene Hart and Gouda is one of the three cities of the Groene Hart that receives special attention. Gouda is not entirely presented the way it wants to be perceived as it is not presented as a city where it's fun to shop and this is an important goal for the city.

Websites ZHBT

The tourism website of the ZHBT is www.zuid-holland.com. This site is translated in Dutch, English, German and French. The Dutch and English version of the website will be analyzed. The German and French versions are not analyzed due to lack of knowledge of these languages and time constraints.

The Dutch version of the website will be analyzed first.

ZHBT Dutch website

On the home page of the tourism website for South Holland, there are ten categories of attractions in the province, namely Bicycle nodes route-planner, Highlights of the region, The pride of Holland, City Breaks, Land of the mills, Bicycling around historical sailing routes, Long live the water routes and water lines, Sun sea and beach fun, Out with the kids and The standing mast route (figure 5.13 shows 4). These categories each have one picture and a small introduction (figure 5.13). In the category 'Highlights of the region' there is a picture of Gouda's city hall and in the category 'City Breaks' there's a picture of Gouda's port. Gouda is the only city featured in the category 'Highlights of the region'. In the category 'The pride of Holland' there is a picture of the Nieuwe Kerk in Delft and Delft is also featured in the category 'City Breaks'.

Figure 5.13: Home page of [www. Zuid-holland.com](http://www.Zuid-holland.com)



Source: ZHBT, 2010g

In the tab "Dagje Uit" (figure 5.13) there are several categories on what to do on a day out in the province like: walking, monuments, museums, watersports and wellness. There is a tab for shopping in the province. Gouda and Delft are presented as cities where you can shop in a historical environment. Schiedam isn't mentioned in the list.

Information on all cities in particular is found in the tab "Steden en Regio" (figure 5.13). This page gives visitors the opportunity to search for the city or region they are interested in. The page that provides information about Schiedam is made out of four paragraphs that discuss Schiedam's mills, Saint Liduina, the city center, Schiedam's history with gin and the distillery museum. There is one picture featured on the page of a boat in a canal and the Korenbeurs (building where corn for gin was traded) in the background. The page that contains information about Gouda has three paragraphs profiling Gouda as a historical city. There is one picture featured on the page of Gouda's port. The page containing information about Delft has six paragraphs profiling the city as a historical city with Delfts Blue, museums, music, theater, dining and shopping. There are three pictures featured in the page. One of the city center with the Nieuwe Kerk in the background, one of Delfts blue and one of people on terraces. There is a Google earth map of each city.

In tab for meetings (Vergaderen in figure 5.13) there is information about special locations for meeting and meeting possibilities in Delft are mentioned.

Figure 5.14: Events in the province of South Holland on www.zuid-holland.com

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>LEVE DE VAARWEGEN EN WATERLINIES In 2010 staan de historische vaarwegen centraal tijdens het themajaar "Leve de vaarwegen en waterlinies". Lees meer >></p> |  <p>DE KAASMARKT VAN GOUDA De traditionele Goudse Kaasmarkt wordt nog steeds gehouden en wel elke donderdagmorgen (vanaf de tweede helft van juni t/m begin september). Lees meer >></p> |
|  <p>SCEYDAM VAERT Van 30 juli tot en met 1 augustus zijn de binnenhavens van Schiedam druk bezet met historische schepen. Lees meer >></p> |  <p>BEESTEN AAN BOORD VAN HET MARITIEM MUSEUM Zin in een beestachtig dag je uit? Bezoek dan de nieuwe familie tentoonstelling in het Maritiem Museum. Lees meer >></p> |
|  <p>OMNIVERSUM VIERT 25-JARIG JUBILEUM Op 7 december jl. bestond het Omniversum 25 jaar en heel 2010 wordt dit jubileum gevierd. Lees meer >></p> |  <p>GOUDA WATERSTAD Op 25, 26 en 27 juni a.s. wordt Gouda Waterstad georganiseerd. Dit weekend is het 3 dagen feest in het historische en gezellige hart van Gouda. Lees meer >></p> |
|  <p>HOLLANDSE TRADITIES Nederland is een land met veel tradities. Van de Vrijmarkt met Koninginnedag tot de fietscultuur en het bloemencorso. Lees meer >></p> |  <p>BLADERUN Van woensdag 14 juli tot en met zaterdag 17 juli komt het reizende lifestyle evenement Bladerun richting Zuid-Holland. Lees meer >></p> |

Source: ZHBT, 2010h

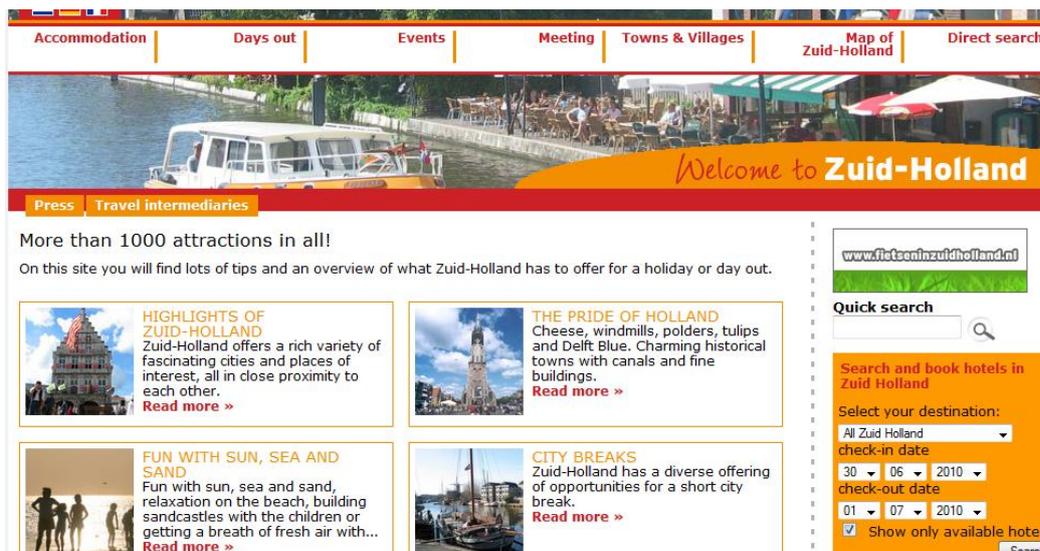
In the tab 'Events' (figure 5.13) nine main events in South Holland for the year 2010 are listed (on June 16 2010). There are two specific events for Gouda and these are the cheese-market and Gouda Watercity. There are also two events featured in Schiedam, Sceydam Vaert and Bladerun. Carla Vermunt explains that the Bladerun event is not taking place in Schiedam anymore due to disagreements between the city and the organizers. All cities take part in events regarding the main event 'Leve de Waterwegen and Waterlinies'. There is no specific event mentioned that takes place in Delft.

ZHBT English website

The English version of the ZHBT website provides for the most part the same information as the Dutch version. The home page has seven main tabs like the Dutch version (figure 5.15). The home page, like the Dutch version, opens with the main attractions of the region. The list doesn't include all the attractions provided on the Dutch version (figure 5.15), 3 attractions are excluded: the Bicycle nodes route-planner, Bicycling around historical sailing routes and Long live the water routes and water lines.

Like the Dutch version, in the category 'Highlights of the region' there is a picture of Gouda's city hall and in the category 'City Breaks' there's a picture of Gouda's port. Gouda is again the only city featured in the category 'Highlights of the region'. In the category 'The pride of Holland' there is a picture of the Nieuwe Kerk in Delft and Delft is also featured in the category 'City Breaks'.

Figure 5.15: Home page of www.zuid-holland.com English version



Source: ZHBT, 2010i

In the category ‘The pride of Holland’ there’s a tab for information about charming historical towns featuring a picture of the Nieuwe Kerk in Delft. In this section information is provided about Old Dutch cities Delft, Gouda, Leiden, Schiedam and Dordrecht. Delft is presented as a city famous for its Delfts Blue china and its link to the House of Orange. Gouda presented as a cheese city and the church of SintJan is mentioned as a must see. Schiedam is presented as a city well known for its gin and the five tallest mills in the world.

Information about all cities is found in the tab ‘Town and Villages’ (figure 5.15). This page gives visitors the opportunity to search for the city or region they are interested in. The page that provided information about Schiedam contains three paragraphs that discuss Schiedam’s mills, Schiedam’s history with gin and the distillery museum. There is one picture featured in the page of a boat in a canal and the Korenbeurs. The page that contains information about Gouda has three paragraphs with information about monuments, museums, the church of SintJan and cheese. There is one picture of Gouda’s port. The page for Delft has four paragraphs profiling the city as a historical city with Delfts Blue, museums, famous painters (like Vermeer) and specialty shops. There are three pictures, one of the city center with the Nieuwe Kerk in the background, one of Delfts blue and one of people on terraces. All pictures featured are the same pictures as featured on the Dutch version and again there’s a Google earth map of each city.

In the tab ‘Days out’ there are fewer options compared to the Dutch version. Only two activities are provided namely walking and attractions. In the tab for attractions there are six attractions including Vermeer Centrum in Delft. The other attractions are Keukenhof, Duinrell, animal parks, petting zoos and Blijdorp.

In the tab ‘Meeting’ there is information about special locations for meetings. There is one picture of a meeting location in Delft, De LindenHof.

In the tab 'Events' there are only three events given compared to eight events on the Dutch website. One of the two events listed is the cheese market in Gouda (figure 5.16).

Figure 5.16: Events in the province of South Holland on the English version of www.zuid-holland.com

[Home](#) > [Events](#)

Events

Every year, many different events take place in Zuid-Holland – from hip music festivals to beautiful flower processions and from traditional cheese markets to lively harbour days. Every day there are all kinds of new things to do and enjoy.



DATABASE EVENTS
Our Events Database contains a comprehensive selection of events and exhibitions taking place in the provinc
[Read more »](#)



VLAGGETJESDAG SCHEVENINGEN
'Vlaggetjesdag Scheveningen' has grown to be a nationally and internationally known event.
[Read more »](#)



THE GOUDA CHEESE MARKET
Cheese has been traded at the market in Gouda for over 300 years. Farmers would come from far and wide to the market every Thursday morning.
[Read more »](#)

Source ZHBT, 2010j

Conclusion ZHBT websites

The Dutch version of the website offers more information about activities in South Holland compared to the English version. Gouda and Delft are featured most often on the website compared to Schiedam. Schiedam receives most attention for its events. This is also one goal of the city namely to increase visibility of events. The city wants to focus on its unique selling points: gin, Saint Liduina, art and water. The websites both portray Schiedam as an important city for gin and the Dutch version of the website mentions Saint Liduina. The other selling points are not present on the websites. The English version mentions that Schiedam has the five tallest mills in the world. This is also how the city's projects itself.

Gouda wants to be perceived as a water city, a shopping city and the main city of the Groene Hart. The images on the website are mostly of Gouda's city hall and there are various pictures of canals and of Gouda's port which profile the city as a water city. Gouda is also presented as a city where one can shop in a historical environment. However the city is still frequently linked to cheese and Gouda wants to be perceived as a city with more to offer than cheese. There is no information about the Gouda in the Groene Hart.

The Dutch version projects Delft as a city with many entertainment facilities and also mentions its traditional core values (Vermeer, the Royal Oranjes and Delfts Blue). The Nieuwe Kerk in Delft is an attraction featured in various pictures. The English version of the website focuses more on Delft's core values and not so much on the entertainment facilities of the cities. In chapter four it became clear that Delft also wants to focus on its other core values such as technology and innovation. These core values are not quite present as qualities of Delft on either website. Both websites do refer to Delft for meetings in unique locations.

Social media

Delft is the only of the three cities that makes use of social media. The TIP (Tourism Information Point) in Delft uses Twitter to keep visitors and residents up to date with what's happening in the city. Twitter is used to announce opening of cultural institutions, information on entertainment in the city and more (Figure 5.17)

Figure 5.17: Tweets by TIP Delft on June 27th 2010



Source: Twitter, 2010

Schiedam

Websites

The official city website of Schiedam, www.schiedam.nl and the tourism website www.ontdekschiedam.nu are analyzed here. The former website is managed by the municipality Schiedam and the latter by Stichting Promotie Schiedam (SPS). These websites have been analyzed in the period between May 1st and May 16th 2010. Some Websites have been revisited in the period between June 14th and June 17th.

First impressions, layout and structure

The official city Website opens with news and information for the population. Information about current happenings is also provided (figure 5.18). Information and many news reports are also provided on the homepage. This information is mainly for the residents as it's about garbage disposal, elections, permits and local news. On the right side of the home page there is an agenda displaying current events which might be interesting for visitors. Also links to other websites, like the Mayor's weblog, ontdekschiedam.nu (tourism website) and stadsvisie Schiedam 2030, are provided on the homepage. The large picture on the home page of the official city website changes each time you refresh the homepage. Examples of pictures featured on the home page are of the Stadserf (a large plaza) in the city center, people sitting on a terrace in front of the old city hall and mills as displayed in figure 5.18. The background colors are peach, dark red and white and these colors do not overwhelm the text (Figure 5.18).

Figure 5.18: Home page of www.schiedam.nl



Source: Gemeente Schiedam, 2010a

The home page has five main tabs for: residents, entrepreneurs, visitors, information about the municipality and a tab for information in general and information about services (figure 5.18). The tab tourists will probably click on is the tab for visitors. This tab includes information about: accessibility, events & activities, museums, mills, monuments, organs and churches, leisure-area Midden Delfland, cruises, directions, tourism, visit Schiedam, water tourism and weekly markets (figure 5.19).

The core four areas discussed in chapter 1 (How to get there, Getting around, Places to stay and Things to do) are not all present in the tourism section of the website as there is no information provided about places to stay. The other core areas are represented in the tab 'Bereikbaarheid' and other tabs like 'Musea' and 'Watertoerisme'.

Figure: 5.19: Tourism section of the official city website



Source: Gemeente Schiedam, 2010b

The tourism website opens with a picture slide show in the middle displaying the city's attractions, events and news. The four core areas are all present on the website. The core area 'how to get there' does not have a special tab, there is no tab with information about accessibility (figure 5.20). This information can be found in the tab 'Contact'. There is plenty of information about the other core areas 'Things to do' and 'Getting around' and 'Accommodation'. In the eat/drink/stay tab information is provided per type of meal/activity. There are special tabs for having coffee and tea, lunch, dinner, having a drink and going out and on places to stay. Each tab provides a list of all accommodations along with information such as addresses, phone numbers and links to the websites.

Figure 5.20: Home page of www.ontdekschiedam.nu



Source: SPS, 2010b

The tourism website opens with a picture slide show of people cycling in nature, a wellness center, cyclers and art & galleries, but this slideshow is updated frequently to display current events in the city. To the right and left there are 4 columns with links to specific interests (figure 5.20). These links include: history, active, art & culture, out agenda, water year, eat/drink/stay, shop & live and work. The background color is quite bright mustard green, and this is the color of the "Ontdekschiedam" campaign. There are many pictures on the homepage and not much text.

The tourism website is much more attractive (background colors, pictures etc) compared to the official city website, but this conclusion was to be expected because the main target of the official website is not tourists.

Images

The images most present on the official city website are pictures of mills, water tours, Groot Stedelijk Museum and the old city hall (table 5.1). The pictures don't really reflect the image Schiedam wants to project as discussed in chapter 4. Schiedam wants to focus on its unique qualities like gin, Saint Liduina, water, art. The pictures on the website focus more on water (including water tours) and mills. These two images coincide with the Old icons of the Netherlands as discussed in chapter 3. The city aims to project a certain image but maintains the image of Old Holland with the Old Icons. However, the city has to focus on its mills, because it

claims to have the world's tallest mills and therefore it has to provide information about these mills.

The tourism website has more photos of shopping, galleries and art, restaurants, water tours and mills (Table 5.1). Pictures of water (tours) are very much present on the website due to this year's theme; the water year. The Giro D'Italia passed through Schiedam in May and that might explain the focus on pictures of cycling on the home page. It must be noted that the picture slide show is updated frequently. On the second visit to the website the slide show contained pictures of gifts for father's day, a picture of a bicycle path (to notify that bicycles can now be rented at the VVV office) and a picture of the boat aqualiner (to announce that this boat can now be used for transportation between Schiedam and Rotterdam). The last two pictures are images of collaboration. Bicycles can be rented and visitors are informed on the possibility of bicycling to a nature area, Midden Delfland. Also transportation between Rotterdam and Schiedam has been facilitated by the use of the Aqualiner.

The pictures on the tourism website reflect the image Schiedam wants to portray. The website focuses on two of the unique selling points Schiedam wants to use to promote the city, water and art and another focus is shopping. In chapter 4 we discussed Schiedam's culinary image and goals for this sector. The city believes it has a good culinary image and therefore promotes this image by showing various pictures of food and restaurants on its tourism website.

The tourism website tries to move away from an image of Schiedam as just a historical city and more towards Schiedam a city with lots of art and unique attractions.

The official city website focuses more on the traditional image of Schiedam with pictures of historical buildings and mills. The official city website still portrays Schiedam as a historical city and focuses on the Old icons and of the image of Old Holland.

Table 5.1: Frequency of images used on the official city website, the Tourism website and brochures of Schiedam in period May 1st and June 17th 2010

| Images | Official city website | Tourism website | Brochures |
|------------------------|-----------------------|-----------------|-----------|
| Mills | 8 | ±4 | 5 |
| Water (tours) | 5 | 6 | |
| Old City hall | 2 | | |
| Restaurants* | 1 | ±20 | 60 |
| Shopping** | | ±7 | 48 |
| Galleries and art | | 14 | 53 |
| Museums | 3 | | 2 |
| Gin (including museum) | | | 4 |
| Wellness | | | 2 |
| Old Dutch windows | | | 3 |

Source: Own observation, 2010

*Including clubs and pictures of food

** Including chocolate shops

Target groups and languages

The information provided on the visitors' tab on the official city website focus more on culture (museum, churches and organs, monuments and week markets) and on water (canal tours and

water tourism). What is explicitly mentioned is parking for handicaps. Information for this group is dealt with separately and can therefore be seen as a special group.

The target groups the city wants to attract are region residents, culture tourists of age 50+, water tourists and shoppers. The tourism website has information for each of these target groups.

Most information provided is in Dutch and one can assume that the target group is mostly national tourists. The official city website does provide a link in English, the 'Visit Schiedam' link. In this tab information about the city is provided in English in two paragraphs. The 'Visit Schiedam' link provides an extra tab for extra information in English. This information is more substantial as it contains 4 paragraphs and information on general accessibility and accessibility from The Hague and Rotterdam. In the 'visit Schiedam' tab there are also two links for information in German and French. This information takes the same form as the information provided in English.

The tourism website divides the activities into themes and interest (history, active, art & culture, out agenda, wateryear, eat/drink/stay, shopping and residence and work) making it easier for visitors to find what they are looking for (figure 5.20). The home page focuses on culture, shopping water year and entertainment. These themes are based on the target groups Schiedam wants to attract. The tourism website offers translation in English only, unlike the official city website which offers translation in German and French too. The whole website is translated in English except the theme 'residence and work' and the theme 'wateryear'.

Collaboration

On the official city website, on the tab for visitors, there is a link providing more information about the leisure-area Midden Delfland and this information is very easy to find. Collaboration between the city and organizations within the city is very much present, the website provides links to all organizations featured on the page for visitors (for example websites of theaters, museums and sail tours). In the link to leisure area Midden Delfland, information about the area is provided. It furthermore informs that trips to this area provide nice views of the contours of the cities Delft and Rotterdam. Links to further websites, emails and phone numbers on the area are provided. Links provided are for: Green Service South Holland (GHZ), Recreational area Midden Delfland and Recreation South Holland (a Website with the recreation supply of South Holland).

There is no mention of other cities or organizations on the tourism website, there are no signs that lead to any sort of collaboration between organizations and other cities. The official city website refers to the tourism website but this is not the case the other way around.

There is limited or no information about collaboration on both websites. In chapter 4 three collaborative efforts with cities (Delft, Rotterdam and Leidschendam) and the ZHBT were discussed. However, none of the efforts are mentioned either on the websites. The tourism website has a special tab for the wateryear but mentions nothing about collaboration with ZHBT.

Brochures

Brochures that provide information about Schiedam are produced by Stichting Promotie Schiedam (SPS). SPS produces and distributes 2 brochures, one main brochure "Ontdekschiedam.nu" with general information and a list of shops, restaurants, museums etc.

This brochure also provides a walking route through the historical center of Schiedam. The other brochure “Horeca” is about all the cuisine possibilities in the city, restaurants, lunch rooms and cafes. It also has a historical cuisine route.

The main brochure was produced in 2006. The account manager of tourism in Schiedam, Mrs. Carla Vermunt says that due to high printing costs this brochure is not printed regularly (the brochure consists of almost 70 pages). This leads to lack of information and or incorrect information. Many of the shops that are mentioned in the brochure have been closed.

SPS also produces and distributes two special brochures, ‘Uit en Thuis in Schiedam’ (Out and at Home in Schiedam, that is directed mainly to the residents) and one brochure with the program for the water year. These brochures include information on current events and a schedule of upcoming events. The brochures are published only in Dutch and are therefore aimed at Dutch visitors. In order to make a comparison with Delft and Gouda possible only the main brochure will be analyzed.

Figure 5.21: Schiedam’s brochures



Source: Own assembly of brochures, 2010

In chapter 1 a distinction was made between three types of brochures, informational, promotional and lure. The main brochure can be perceived as partly informational and partly lure. A lot of information is provided on the city itself as well as information on accessibility, parking and shopping nights and shopping Sundays this is the informational part of the brochure. The brochure also promotes many shops, restaurants, galleries etcetera by providing information about each attraction, this is the lure part of the brochure. The brochure is not promotional because no promotional offers based on prices are provided. The images used on the cover are pictures of windows (Old Dutch style), two pictures of shopping possibilities, one picture of a gallery and a picture showing the inside of a mill where a woman is selling ‘kruidkoek’. The front cover also reveals that there is a ‘surprising alley route’ available inside the brochure. The background colors are colors used by the OntdekSchiedam campaign (figure 5.20 & 5.21). The brochure is available in Dutch and English.

The brochure opens with an introduction in which several interesting points are made. The visitor is informed that Schiedam has the largest historical center of the Rijnmond area, that the distance between Schiedam and Rotterdam is less than 10 minutes and that there is a walking route that takes you past: ports, five of the largest mills in the world, distilleries and other monuments. The introduction prepares the visitors for what he or she is about to see. One page ‘Schiedam, accessible’, provides options for travel to Schiedam from Rotterdam and The Hague. This might be a means to interest tourists going to or from Rotterdam and The Hague into

spending a day in Schiedam since the cities are in each other's proximity. This might thus be a strategy to target region visitors.

The brochure also focuses on the people of Schiedam, the ones working in shops and monuments are presented as very social and caring and special attention is bestowed upon family owned businesses. These types of notifications can be perceived as people marketing as discussed in chapter 1. Kotler et al (1993) advised that places need to encourage their citizens to be more friendly and considerate of visitors because a place with good infrastructure and many attractions will still be unsuccessful if visitors perceive its people in a negative manner. Schiedam tries to focus on the good qualities of its people to attract visitors.

There is no information for children's activities, other than two workshops (chocolate and jewelry). The brochure is very much focused on shopping, galleries and eating & drinking which are typically activities that interest adults. Chapter 4 discussed the different target groups that a city might want to attract. One of these target groups is people age 50 and up that are interested in culture. This brochure is very much focused on that target group. Schiedam also wants to strengthen its position as a shopping city and the brochure focused on shopping too. There is no focus on Schiedam as a water city and therefore the target group water tourists are not reached with this brochure. However there is a special brochure containing all the information about the water year.

Chapter 1 provided some criteria for successful brochures. These criteria include appealing and repetitive format, convincing, important, easy to remember, good quality photographs and inviting. Esteban and Molina (2006) contend that brochures that are successful in image formation are those that focus on visual aspects. Schiedam's main brochure is to a large extent focused on visual aspects and contains good quality photographs. It features one or two small pictures of each attraction. The average is two pictures per page. Images used are mostly of shopping, restaurants and galleries & art (table 5.1). The images in the brochure don't focus on the image of Old Holland (cheese, tulips, mills old buildings etc) except for the repetitive use of the picture of the Old Dutch style windows. Schiedam wants to focus on its unique qualities like gin, Saint Liduina, water, art and also on shopping. The brochure has pictures of shopping and art but lacks pictures of the other unique selling points. The brochure contains no picture of the Saint and only 4 pictures of gin. The next brochure created by Schiedam should feature images of all the unique selling points to strengthen the image Schiedam wants to portray.

Delft

Websites

Delft does not have a separate website for tourism information. All the information is provided on the official website of the city www.delft.nl. The information for visitors is managed by Delft Marketing. The website was analyzed in the period between May 1st and May 16th 2010. Some Websites have been revisited in the period between June 14th and June 17th.

Figure 5.22: Home page www.delft.nl



Source: Gemeente Delft. 2010

First impression, layout and structure

On the first visit to the website, the home page contained slogans referring to each picture in a picture slideshow. The slide show had with pictures of the Oude Kerk, art, city center, a boat in the canal, people in the city center, technology and tulips. By the second visit the pictures in the slide show had been replaced by pictures of the flowercorso, Westerpop, Delft Chamber Music Festival, Nieuwe Kerk, a man playing a traditional Dutch organ in front of the city hall and a picture of the Nyama festival. This slide show focuses on Delft's events (Figure 5.22).

Aside from the slideshow, the homepage contains three links that provide information for the different types of web visitors, those are residents, tourists and entrepreneurs (figure 5.22). On the left there are tabs with information about the current activities and there's also an agenda with 'what to do in Delft'. On the bottom of the page there is a direct link to manage practical issues intended for residents. Visitors will probably click on the tab intended for visitors. This section of the website offers plenty of information on all four core areas discussed in chapter 1 (How to get there, Getting around, Places to stay and Things to do). Information on accessibility is provided tab 'Practical' in the home page for visitors. Extra information on the current situation concerning accessibility in the city is also given in this tab. There are special tabs for the other core areas as can be seen in figure 5.23.

Figure 5.23: Home page for visitors in Delft



Source: Gemeente Schiedam, 2010b

On the tab for visitors there are several tabs providing information for visitors. There are special tabs for shopping, congresses and all the information needed for a city trip to Delft. Some of these tabs are shown in figure 5.23. On the right side of the page there is a link where visitors can find more information for a weekend trip in Delft (figure 5.23).

In chapter 4 the ambitions for tourism and Delft have been discussed. Delft wants to focus on its three traditional core values (Delfts Blue, Vermeer and Oranjes) but also on other core values like technology, innovation and creativity. The home page for visitors features a small introduction the city referring to its main attractions (figure 5.23). The introduction mentions all core values except innovation and technology. There is nothing in the home page that projects these images. The colors used in the background are white and orange and they complement the text nicely.

Images

Images projected on the visitor section of the website are mostly of art, canals & water tours, Delfts Blue, lodging, Prinsenhof & the Oranjes and restaurants. In chapter 4 the main ambitions and goals of the city have been discussed. It was concluded that Delft wants to focus on its three traditional core values (Delfts Blue, Vermeer and Oranjes) but also on other core values like technology, innovation and creativity. The majority of the core values are well represented on the website, except technology and innovation. The images on the visitors section on the website reflect the values Delfts Blue and Oranjes and there are pictures projecting Vermeer but these are limited compared to images of the other values (table 5.2). The other core value most visible on the website is creativity in the form of art. The only images reflecting technology and innovation are pictures of meeting locations in Delft including the meeting location TU Delft. Images mostly featured on the website are of Delfts Blue, water, accommodations and art (table 5.2). Of the images mostly portrayed on the website two images reflect the images of Holland in general namely Delft ware and water. The former was to be expected as Delft ware is a local product of Delft.

In chapter 4 the main goals and ambitions of the city were discussed. One of those goals was better publicity of events in Delft. In the slide show of the home page of the website there are various pictures of events taking place in Delft. By showing these events on the home page of the city these events are well expose, it might be a strategy to notify visitors on events in the city and hopefully persuade them to attend.

Target groups and languages

The four main target groups Delft wants to attract are business tourists, people age 30 and up and day-tourists including fun-shoppers and event visitors. There are tabs that provide specific information for two target groups. In figure 5.23 two tabs for these target groups are illustrated, the ‘Dagje Delft’ tab and the ‘shoppen’ tab. Event visitors can find information in the tab ‘Actueel in Delft’. Visitor groups are not a specific target group but there is a special tab for information for groups. There is also separate information for all kid’s activities in Delft even though this group is not a target group. Delft also wants to increase total international visitors. The tourist section of the website is fully translated in English, German and French. This reflects Delft’s goal of attracting more international visitors.

Table 5.2: Frequency of images used on the visitors section of website of Delft and brochures of Delft in period May 1st and June 17th 2010

| Images | Visitor section of website Delft | Brochures |
|-------------------------|----------------------------------|-----------|
| Vermeer | 7 | 8 |
| Delfts Blue | ±15 | 9 |
| Water (tours) | >15 | 1 |
| Restaurants | 10 | 14 |
| Art | >25 | 2 |
| Accomodation | >15 | 4 |
| Shopping | | 3 |
| Oranjes | 13 | 5 |
| Nieuwe Kerk | | 5 |
| Oude Kerk | | 5 |
| Technology & innovation | | 3 |

Source: Source: Own observation, 2010

*Including clubs and pictures of food

Collaboration

Information on collaboration on water tours is found on the Website. This information is not very easy to find because it involves collaboration for a specific type of activity. There are two municipalities mentioned, Katwijk and Midden Delfland. Delft and Katwijk collaborate on a tour to and from Delft by water. A shipping company (Triton) offers a tour from Katwijk to Delft. This is an 8 hour tour. Visitors get to stay in Delft for approximately 1.5 hours and the rest of the trip includes the boat ride from and to Katwijk (Rederijtriton, 2010). The city provides iformation on companies that offer boat rides to Midden Delfland (figure 4.4) and boat rides to surrounding cities The Hague, Leidschendam, Voorburg and Rijswijk. Delft and Midden Delfland collaborate on many levels, Delft promotes camping and bike & water tours in Midden Delfland.

There is also a link providing more information on campings in the Randstad. The naturist association NAVAH manages an area in nature area of Midden Delfland, which is located between Delft and Rotterdam.

There is no information available on the collaborative effort in congresses and meetings Mills and Minds discussed in chapter 4 and there is also no information about the The Hague City Card.

Brochures

There are six brochures available on Delft at the TIP. These are: Tourism Magazine 2010, Museums Delft, Shopping street Nieuwe Langendijk, Horeca Delft, Groups in Delft and Arts, Antiques and Design Delft. The last two brochures have another design than the first three. All other brochures use the main city style. This was important for city marketing as discussed in chapter 4. Looking at the dates these brochures were created my guess is that the last two brochures are still in the old Delft style. They were created in 2008 and the other brochures in 2009 and 2010. For comparison purposes only the main brochure, the Tourism Magazine 2010, is analyzed here.

Figure 5.24: Brochures of Delft



Source: Own assembly of brochures, 2010

In chapter 1 a distinction was made between three types of brochures, informational, promotional and lure. The Delft Tourism Magazine 2010 can be seen as informational and promotional and lure. It provides information on various practical issues (for example accessibility) and provides a map of the city, these are the informational parts. The magazine also promotes many of its activities, this is the lure part. There are also information about prices for arrangements and attractions and this is the promotional part.

This magazine is quite large in size and is very colorful (see figure 5.24) and is available in five languages: Dutch, German, French, Spanish and English. The magazine opens with a welcome text introducing the city of Delft and its attractions. It follows by highlighting Delft's core values Delfts Blauw, Oranjes, Vermeer and innovation (a storm umbrella). There is

also a list with the 10 best restaurant/cafes and bars, with a picture of all 10. Two shops are put in the spotlight in the magazine. The magazine closes with a map of the city center with its main attractions and also location of some restaurant/cafes and shops.

In chapter 1 Molina and Esteban stated that incentives should also be incorporated in brochures in order to be more influential on destination choice. Delft's tourism magazine provides incentives in the form of discount coupons for tours, dinners, free coffee etcetera. Delft also offers its website visitors' the chance to win a weekend stay in Delft.

One page is dedicated to tranquility and space around Delft. Information is provided about cycling routes in Delft and to Midden Delfland. One page is wholly dedicated to an advertisement for visiting The Hague. In chapter 4 it was stated that Delft Marketing buys pages in The Hague magazine and now it is clear that The Hague also has a page in Delft's magazine. This is a form of collaboration between the cities. The magazine doesn't mention Mills and minds or The Hague City Card.

The magazine focuses on technology and innovation. In addition to a picture of an umbrella perfect for storms there is half a page dedicated to innovation. It refers to TU Delft and the New Science center of the TU Delft.

The magazine becomes a little confusing because of the many small pictures, less and larger pictures might be more attractive. A lot of the pictures are of hotels, but these images are not included in the following analysis of images, because they are pictures promoting the hotels. Images most present in the magazine are restaurants, Delfts Blue, Oude Kerk, Oranjes and Prinsenhof. There are also pictures of shops & shopping and Nieuwe Kerk.

Delft wants to attract more fun-shoppers and by adding more pictures of shops and people having fun shopping this group can get more motivated to visit Delft for shopping. At the moment it has four pictures of shopping and these can be increased in the following magazine to further promote shopping in Delft. At the moment one page focuses on shopping in a magazine of 22 pages.

The magazine has many pictures, most of them are small in size but the quality is good. The magazine becomes a little confusing because of the many small pictures, less and larger pictures might be more attractive. Images most present in the magazine are restaurants, accommodations, Delfts Blauw, Oude Kerk, Oranjes and Prinsenhof. There are also pictures of shops & shopping and Nieuwe Kerk.

The magazine has more images of restaurants, Delfts Blue, Oude Kerk, the Oranjes, Shopping and Nieuwe Kerk. Only two core values are represented in the images, Delfts Blue and Oranjes. The magazine focuses more on images of Holland in general as described in chapter 3. Pictures of the Nieuwe Kerk and the Oude Kerk are frequently spotted on the brochure. However these historical buildings are not the only focus, there are many pictures of shopping and restaurants as well.

Gouda

Websites

The official city website www.gouda.nl and the tourism website www.vvvgouda.nl are analyzed. The city Website is managed by the municipality Gouda and the tourism Website is managed by VVV Gouda. These websites have been analyzed in the period between May 1st and May 16th 2010. Some Websites have been revisited in the period between June 14th and June 17th.

First impressions, layout and structure

The official city website doesn't display many pictures, it mostly consists of text. On the top of the site there are 5 relatively small pictures of the city (figure 5.25). The home page of the official city website has links to news and information about products and services. There is also a link to popular searches. The main tabs are on top of the page and: About Gouda, Service provision, Residents, Entrepreneurs, Thinking along, Projects and Governance (figure 5.25).

The tab providing information on leisure and recreation is the tab 'About Gouda'. This tab contains information about events, special residents, culture, Sunday shopping, leisure and recreation, parking & accessibility, webcam and video, partner cities, city poets, getting married in Gouda, statistics about Gouda and other. On the right side of the page there is a small icon of the VVV that directs you to the tourism website. The background color of the website is white and the text is written in red and black. The font is very simple and the site could use more colors to grab visitors' attention. The website offers information on three of the four core areas discussed in chapter 1 (How to get there, Getting around, Places to stay and Things to do). There is no information available on lodging accommodations.

Figure 5.25: Home page of www.gouda.nl



Source: Gemeente Gouda, 2010b

The tourism website opens with the text 'Gouda, cheese city' and a picture of the city hall at sunset (figure 5.26). On the top of the tourism website there are tabs with information about: Eat/drink/ go out, Shopping, Hollandse Waterstad, Region, Web shop, Accessibility and Contact (figure 5.26). On the left side of the page there are tabs for information about: Arrangements,

Lodging, A day out, Tour operators and Downloads. There are also links to current news, a link to the top ten events in Gouda and an ad for promotion of the Groene Hart. The background colors are shades of red and very much complement the texts.

The four core areas (How to get there, Getting around, Places to stay and Things to do) are somewhat present on the website. There's a main tab providing information about accessibility. Not much information is provided on things to do and getting around. All the tabs direct you to other external links. Currently there the option to search for information about places to stay is currently in maintenance. The website does provide a list with all accommodations in the city.

Figure 5.26: Home page of www.vvvgouda.nl



Source: VVV Gouda, 2010

The official city website and the tourism website both lack information on the four core areas. The official city website does not provide information about places to stay and neither does the tourism website at the moment. There are tabs for information about the other areas but this information is either very limited or directs you external websites. The tourism website provides all the tabs that contain essential information for visitors, but when you click on those tabs there is very limited information available and you are constantly directed to another website which makes navigating the website a little difficult. The website needs improvement as it currently lacks much information. If Gouda wants to attract more visitors and be the main city of the Groene Hart it needs a website that reflects these ambitions and lives up to them.

Images

The official city website does not feature many images, it mostly consists of text. Of the images used, the most common are: the gothic city hall and museums (Table 5.3). In chapter 4 the ambitions and goals for Gouda's tourism are discussed. The city wants to focus on improving the supply of hotels, restaurants and shops. It wants to be the main shopping center of Midden Holland and the main city of the Groene Hart. It also wants to be perceived as a Dutch water city. It is surprising that the images on the official city website do not reflect any of these ambitions. And while Gouda wants to modernize and broaden its tourism supply, the official city website does not reflect this vision.

The image most commonly used on the tourism website is of the city hall, the market, restaurants, boats, cheese and hotels. The tourism website focuses on three areas the city wants to improve namely restaurants, hotels and attractions in water.

Chapter 4 discussed the ambitions and goals for Gouda’s tourism strategy. The city wants to focus on improving the supply of hotels, restaurants and shops. It wants to be the main shopping center of Midden Holland and the main city of the Groene Hart. It also wants to be perceived as a Dutch water city. The images most present on the official city website are of the city hall and museums and these images don’t match the ambitions of the city. The tourism website has a more distinct focus to the city’s ambition and features images of the city hall, the market, restaurants, canal boats, cheese and hotels. Three of these images coincide with the general image of the Netherlands, namely cheese, historical buildings (city hall) and water (canal boats).

Table 5.3: Frequency of images used on the official city website, the tourism website and brochures of Gouda in period May 1st and June 17th 2010

| Images | Official city website | Tourism website | Brochures |
|-------------------|-----------------------|-----------------|-----------|
| Market | | 5 | |
| Water (tours) | | 4 | 6 |
| City hall | 9 | 6 | 5 |
| Restaurants* | | 4 | 5 |
| Cheese | | 3 | |
| Accommodation | | 3 | |
| Church of SintJan | | | 4 |
| Museums | 2 | | |
| Shopping | | | 1 |

Source: Own observation, 2010

*Including clubs and pictures of food

Target groups and languages

The official city website cannot be perceived as a tourism Website. The website does provide information about leisure activities and culture but the way it is presented is more intended for the residents. The tab ‘About Gouda’ offers little information on attractions and directs you to other websites for more information. On this tab one can also find policy documents and the way the information is written is not to attract visitors but mostly to inform visitors. Chapter 4 examined the target groups that Gouda wants to attract and these include shopping visitors, water and sports visitors, active people, nature lovers and people age 50 and up. The official city website doesn’t focus on target groups because it is not a website intended for tourists. The information available is mostly directed at residents. Therefore no target group can be identified other than residents and Dutch visitors already interested in or familiar with Gouda. In the tab ‘About Gouda’ there is limited information in languages French, English and German. For more information visitors are directed to the tourism website.

The tourism website focuses more on groups. There is a lot of information available, for groups like tours and workshops. The website provides a link to the national VVV website for further information on these tours and workshops. There is specific information for shop-a-holics, nature lovers and day tourists. There is also a specific tabs for wining and dining in the city.

Information provided the tourism website is directed at four of the target groups Gouda wants to attract, namely shoppers, water visitors, nature lovers and people age 50 and up (wining and dining). The information for water visitors, the tab 'Hollande Waterstad' is currently not available, it is under construction.

The official city website offers limited information in languages English, French and German. For more information in foreign languages the visitors is directed to the tourism website. This website however does not provide any information in other languages except Dutch, there is a mismatch.

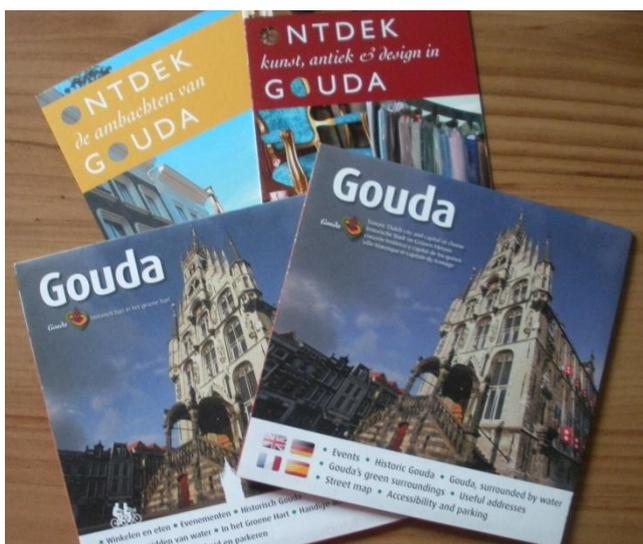
Collaboration

In the tab About Gouda there is a link to webcam and video. This link features a promotional film about Gouda and the Groene Hart. Gouda works with VVV Groene Hart and they have collaborative tours. The city of Gouda like most other Dutch cities has partner cities in other countries all around the world. Gouda stimulates exchanges between residents of Gouda and residents of the cities (Kongsberg in Norway, Solingen in Germany and Gloucester in England) they have twinning contacts with through grants for the travel expenses. VVV Gouda works with VVV Groene Hart and the national VVV and this information is easy to find. You are constantly directed to the national VVV's Website. There is no declaration on collaboration with other cities and/or organizations.

Brochures

Gouda's main brochure is a fold out type. The brochure can be perceived as partly informational and partly lure. There is plenty of information about the city, information about accessibility and includes information about Gouda's main attractions. The brochure is available in English and Dutch. At the front of the brochure the caption reads 'Gouda, historical heart in the Groene Hart'. Folded out it has a Google earth map of the city center. The map highlights Gouda's main attractions. On the top of the map there's a list with handy addresses and fun links. On the

Figure 5.27: Brochures of Gouda



Source: Own assembly of brochures, 2010

bottom information about three hotels is provided. On the right side there is information about the city and its location within the Groene Hart. Underneath this short introduction to the city information is provided on accessibility and parking.

The other side of the brochure is divided in five themes. The first theme is 'Gouda amid water' where Gouda's main water attractions are introduced. The second theme is 'Gouda in the Groene Hart' and visitors are advised to rent bicycles, take a tour and enjoy the scenery. The third theme is 'Historical Gouda' and introduces Gouda's main historical attractions. The

fourth theme is 'Events' informing about a couple of important events in the city. The last theme is 'Shopping and dining' and the visitor is advised to pick up the Goudse Shopping guide with 30 unique shops in the city as well as the art and antique route guide (figure 5.27).

On the right side of the brochure there's a large picture of a canal in Gouda with the text 'Beautiful canals'. Gouda wants to attract shopping visitors, water and sports visitors, active people, nature lovers and people age 50 and up and this brochure offers information for all target groups.

There is a good mix of large and small images on the brochure. Most common images on the brochure are pictures of the city hall, restaurants and cafés, the church of SintJan, canals and canal tours (table 5.3). The city wants to focus on improving the hotels, restaurants and shops supply and it wants to be the main shopping area of Midden Holland. The city also wants to be the main city of the Groene Hart and be perceived as a Dutch water city. All these ambitions are translated in the brochure. These images coincide well with the images of Holland discussed in chapter 3 (Old icons and Old Holland) as it features many images of historical buildings and water. A weakness of the brochure is its layout, it's not very easy to use because you have to fold it out all the time. The material is also a little cheap, the brochure is made of a kind of cardboard material.

Outcomes of websites analyses

Website criteria

Chapter 1 lists the guidelines for a successful tourism website, in this list the importance of having the four core areas (How to get there, Getting around, Places to stay and Things to do) present in the website was stressed. Schiedam's tourism website has information about all four areas but the information about accessibility needs to be clearer. Right now this information is found in the 'Contact' tab, but this kind of information needs its own tab. This core area is covered well by Gouda's tourism website; unfortunately the website fails to cover two of the core areas. The website lacks information about how to get around in the city and about things to do. Information about activities and attractions is provided but for more information about prices, locations etc you are directed to other websites such as the national VVV website and the VVV website for the Groene Hart. The website also lacks information about (recommended) places to eat and drink. There is a tab for information about places to stay and here visitors can find a list with all locations of accommodations. Delft's website provides clear information on all four core areas. There is no special tab for accessibility, but this information is easily found under the tab 'Practical', which is a more reasonable choice than 'Contact', as it is the case on the website of Schiedam. Delft also offers plenty of information about the other core areas.

All three cities have a tourism marketing organization, but only Delft's website offers information about the organization. Schiedam and Gouda mention nothing about their tourism organizations. None of the tourism websites had a FAQ section, but all offered phone number and emails for further questions and information.

Delft is the only city with a website where a visitor can book a lodging accommodation online. Schiedam provides a list with all accommodation types and locations and directs to the accommodation's website for more information and Gouda's lodging information is currently undergoing maintenance. All tourism websites offer links for booking or placing reservations for attractions and activities. Schiedam has the option to book a gift card as well as an OntdekSchiedam pass (pass for free entrance and discounts for residents).

In chapter 1 Rita (2006) states that it is important that the tourism organization connects with its visitors and that getting users to sign up on an emailing list is a great way to stay in touch. It might also be a strategy to stimulate frequent visits by keeping visitors up to date on what is happening in the city and about future activities. Schiedam and Delft give its website visitors the opportunity to sign up for newsletters by email. Schiedam's tourism website has a special tab for "Uitagenda" providing information on all upcoming events. The newsletter is also available for download. Schiedam's official city website also has an agenda with upcoming events and many news articles. The visitor's home page of Delft has an agenda with upcoming events, a special tab for Twitter Delft and a link to the newsletter. This newsletter can also be found in the tab 'More information'. Gouda's tourism website also has a tab for currently in Gouda and news about the city. A calendar of events is also available on the website. All cities try to keep visitors updated, but Delft is the only city that uses social media, Twitter to connect to its visitors. TIP Delft informs its followers on current happenings in the city.

Kotler et al (2006) and Rita (2006) state that a website can add more value by offering free giveaways such as postcards, wallpapers and screensavers and that changing promotional offers and entertaining features provide excitement to the website. Delft offers discount on attractions and discounts in restaurants and cafes. In addition the website has a feature where one can download a Delft Blue self-portrait. The website also allows its visitors to download brochures provided by TIP. Schiedam's tourism website gives its visitors the option to order its catering and shopping guides and provides the chance to win prizes when signing up for the newsletter. Gouda's tourism website gives visitors the option to download brochures and list with all events, but has no promotional offers.

Schiedam's official city website is very easy to navigate, however the tourism information is limited compared to the information provided by the tourism website. Visitors are directed to the tourism website for more information about tourism in the city. The tourism website is also clear and easy to navigate because the attractions and activities are organized in categories that can be linked to the target groups the city wants to attract. It is easy for visitors to find what they are looking, and to find the information that they are interested in. Delft's website has a very clear structure, but might provide too much information on the visitor's home page. There are too many links to more information aside from the main tabs, but all in all visitors can easily find what they are looking for. Gouda's official city website is a bit difficult to navigate, especially because it directs you to many other websites with no warning. The website does not provide much information, there are tabs for certain themes and clicking on these tabs directs you to external links (other VVV websites and attractions websites). This is also the case for the tourism

website. The tourism website is quite clear structurally and easy to navigate through, but lacks information a visitor would need.

The layout of a website is important as discussed in chapter 1. People's online expectations have grown and people are quick to abandon websites that don't measure up (Kotler et al, 1993 p.698). The layout is the first thing that grabs people's attention when entering a website. Rita (2006) provides criteria for the layout of websites. These criteria are: The graphics on the home page need to look inviting, the best combination is a single sparkling graphic combined with text. The background color should complement the text and not overwhelm it. The title should be descriptive using keywords that people might use to be able to find the city and a small graphic at the top of each page as well as textured and colored backgrounds help to unify the webpage.

Delft's tourism home page opens with a photo of two tourists in front of the city hall with cameras and there's a man in the background walking with a bicycle. On the right side of the photograph there's the text 'City of Delfts Blauw, Oranje and Vermeer'. The choice of picture could be better in my opinion. The photograph could be much more inviting and it doesn't focus on any of the core values Delft wants to portray. The picture is not inviting because it doesn't introduce you to what there is to see in Delft. Gouda's tourism website on the other hand has a very pretty picture of the gothic city hall at sunset. This picture is very inviting because it portrays an image of beauty and relaxation. Gouda wants to be a place where people go to get away from busy lives and relax. It's a picture of nostalgia, an old building in a romantic setting. This picture fits perfectly within the desired image as Gouda wants to be a city where visitors go to get away from the busy and hectic lives of the Randstad. The text is also inviting, it is short but to the point 'Welcome to Gouda'. Schiedam's tourism website takes a different approach by showing a picture slideshow in the middle of the home page. This slideshow is surrounded by small pictures belonging to each theme. There is not much text on the home page other than captions for the pictures. The slideshow includes pictures of what's new and happening in the city and is very inviting even though it is a slideshow and not just one large picture. The official city website of Schiedam shows a large picture of people enjoying a drink on a terrace. People are smiling and the sun is shining and that makes the picture very inviting. Text accompanying the picture is a short introduction to the city.

Delft's website has no small graphic picture at the top of each page as advised by Rita (2006), the home page has a large graphic. The background is mostly white with orange on the left side and the orange color adds more excitement to the website that would otherwise be dull with only a white background. The orange is used on the left side only and therefore doesn't overwhelm the text. The colors used are the colors used by the city style Delft. As discussed in chapter 4 Delft wants to project one style in all its products to be easy to remember.

Gouda's official city website has a white background and is very simple. The website has the same small graphics at the top of each page throughout the whole website. The background color stays white which makes it a little dull. The tourism website has shades of red that nicely complement the text. The tourism website has one relatively large photo on top and this photo changes with each tab. The background color remains different shades of red and this makes the website livelier and more fun.

Schiedam's official city website has a peach and white background that doesn't overwhelm the text. The website has no small graphics in top of each page, but has color in the background which makes the website livelier. The tourism website on the other hand has bright mustard green as the background color and at first it is a bit overwhelming, but this is the color of the 'OntdekSchiedam campaign' and this color makes the whole campaign monotonous. The colors of the campaign grab your attention and make the website easy to remember. The tourism website has small graphics on each theme tab and the background color stays bright mustard green.

Page titles are important for visitors as this is what shows up in the search engines. Schiedam's and Gouda's official city websites have simple titles namely Municipality Schiedam and Municipality Gouda. Schiedam's tourism website's page title is 'Unique history in Schiedam: Mills and Gin'. This is an interesting page title, the first thing a visitors get to know is that the city has a unique history and that it best known for its mills and gin. There are picture of gin and mills on the website but these are not the majority. Gouda's tourism website's page title is 'VVV Gouda: Gouda cheese city'. The city thereby portrays itself as a city where cheese is important, but it may seem as if this is their only interesting tourism product. It also makes one expect more pictures of cheese. Delft's website has the page title 'This is the official site of the city Delft for residents, visitors and businesses'. The page title has no special information about its tourism products and might therefore be less interesting for visitors. It doesn't introduce the visitor on Delfts sights.

Policies

Schiedam states that its main tourism products are its mills and gin. The city wants to focus on its unique selling points which according to the city are gin, Liduina, art and water. Most images on the tourism website are pictures of restaurants & cafes, galleries & art and shopping. Art is one unique selling point well represented on the tourism website. The images on the tourism website do not fully coincide with the old icons and images of the Netherlands as a whole as discussed in chapter 3. With these images Schiedam tries to present itself as a cozy city with lots of activities. This is exactly the image the city wants to portray. Images on the official city website are mostly of mills, water and museums. These images coincide well with the Old icon of Holland and images of Old Holland discussed in chapter 3. These images don't quite portray the image Schiedam wants to project as it doesn't focus on any of the city's unique selling points. The city also wants to focus on expanding its wellness cluster. There is information about wellness in Schiedam, but this sector does not have a special tab. Wellness information is found in the tab 'Active'. The city wants its city center to become an area where visitors go to for shopping. By adding a special tab for shopping on the tourism website the city promotes shopping in the city and might reach this goal by informing well about shopping facilities.

Schiedam currently collaborates with Rotterdam, but this collaboration is barely visible on the tourism website. On the second visit there was a picture of a boat that now transports people from Rotterdam to Schiedam. This is the only sign of collaboration available on the website. The city also collaborates with ZHBT through the theme years. There is plenty of information about the theme year on the tourism website but ZHBT is not mentioned anywhere.

The traditional core values of Delft are Delfts Blauw, Vermeer and the Royal Oranjes. Of the core values the majority of pictures found on the website are pictures of Delfts Blauw. There are quite a lot of pictures of the Oranjes, but not as many of Vermeer as one would expect. All pictures from Vermeer are linked to the Vermeer Combi-ticket. This is an arrangement that takes visitors along the main attractions about Vermeer. The website has many pictures of art and canal tours. The former is another focus on one core value of Delft namely creativity. Delft focuses on Delfts ware and water (albeit through water tours). These are two images that coincide with the images of tourism in the Netherlands as discussed in chapter 3. Delft has to focus on Delfts ware because it's a local product. Vermeer can also be perceived as projecting an image of Old Holland because his paintings project the image of Delft in the 17th century. The city distinguishes itself from the general image of the Netherlands by focusing on art.

Delft wants its historical center to be the place where tourists and residents go to get away from the busy cities and enjoy museums, culture and restaurants. The website offers information about all these activities. The city also wants to be recognized at a glance through consequent use of the city style and the website is created in this city-style.

Delft wants attract more business tourists and become a hub for congresses. The website provides a special tab providing information about congresses in Delft. Delft also wants to collaborate more with TU Delft especially on the area of congresses, but there is no information available about TU Delft on the website. The city also wants to expand its shopping facilities and attract more shoppers. The website provides a link for shopping in Delft and is thereby directed at this target group. All in all Delft's website reflects the ambitions and visions the city has for tourism. The incorporation of the core values technology and innovation is still lacking. If the city wants to be perceived by visitors as a city of technology and innovation it will need to find a better way to incorporate these values on the website.

Gouda calls itself the cheese city. This image is a little contradictory as Gouda wants to move away from being known only for cheese. The city wants be known as the shopping area for Midden Holland, the main city in the Groene Hart and a city where visitors go to relax and catch one's breath. The city wants to increase length of stay and tourism spending by strengthening its cultural historical values and nature values and also by improving retail trade and the catering sector. The tourism website does not provide a special tab for information about nature in the area. This information can be found in the tab 'Regio' providing information about Gouda's location in the Groene Hart and about nature areas in the area of Gouda. As already stated, the city wants to be perceived as a shopping city. The tourism website has a special tab for shopping and provides a list with the shopping supply of Gouda. This target group is thereby well informed. The city wants to focus on its cultural heritage and information about Gouda's culture activities are all found in the tab 'Dagje Uit'. The website introduces each attraction but for more information the visitor is directed to the website of the attraction. This might be an area worth improving. If Gouda's tourism website provided more information about its attractions visitors won't constantly have to go to another website for more information. This might lead to annoyance of visitors and might lead them to abandon the website.

Most pictures projected on the tourism website are of the city hall, restaurants, canal boats and the market. The city hall and the (cheese) market are two elements of Gouda's cultural heritage and are well displayed throughout the tourism website. The city also wants to focus on its history with water and improve water activities in the cities. One initiative is Hollandse Waterstad. This

section of the website has been under construction since the beginning of May 2010. There is information about water activities but this is not found in the tab 'Hollandse Waterstad' but in the tab 'Dagje Uit'. The city aims to offer business tourism but neither websites provide information about this target groups.

In chapter 3 it is stated that one image of Holland is that of the Old Holland with historic houses, churches, city walls, canals and city halls amongst others. Gouda's official city website and the tourism website feature many pictures of the city hall. There is a focus on this image of Old Holland. The tourism website features many pictures of the market and of canals boats which also focus on image of Old Holland and on another recurrent image, that of water.

Outcomes Brochures Analyses

Brochure criteria

In chapter 1 three types of brochures were listed, the informational, promotional and lure brochures. All the brochures that were analyzed were partly information and partly lure. Only Delfts brochure can be perceived as promotional. Delft also uses incentives, which is another important feature to add in brochures to attract visitors. Criteria and guidelines for brochures were also provided in chapter 1. Schiedam had the best brochure when taking all of these guidelines into account. The only thing missing is any form of incentive, even though it could be argued that the free walking route might be a form of incentive.

Gouda's brochure provided information for all its target groups but it falls short because of the format and the material that was used. It is a fold out brochure and this type of brochures makes it difficult to use and the material makes it look a little cheap. Another weakness is the map displayed in the brochure. It is a screenshot of a Google Earth map and it is not easy to follow.

Delft's brochure is a little too large in size and has too much information. It is an attractive brochure because it has many colors, good quality pictures, incentives and information about the area. A future edition of the brochure could be a little smaller in size and have fewer, but larger pictures that are clearer. Delft is the only city that promotes other cities in its brochure. Gouda promotes its location in the Groene Hart and things to do in this area.

Policies

Schiedam states that its main tourism products are its mills and gin, but the city wants to focus on its unique selling points which according to the city are gin, Liduina, art and water. Most images in the brochure are pictures of restaurants & cafes, galleries & art and shopping. This is the same as the tourism website. Art is thus one unique selling point well represented in the brochure. The images in the brochure do not fully coincide with the old icons and images of the Netherlands as a whole as discussed in chapter 3. With these images Schiedam tries to present itself as a cozy city with lots of activities and this is exactly the image the city wants to portray. The city also wants to focus on expanding its wellness cluster but there is limited information about wellness in Schiedam in the brochure. There is only one page providing information about wellness, specifically about sauna and beauty center Thermen Holiday.

The city wants its city center to become an area where visitors go to for shopping. There is plenty of information about shopping facilities in the brochure. The only disadvantage is that the

brochure is not frequently updated and therefore visitors might get incorrect information (some shops have closed in time).

Schiedam currently collaborates with Rotterdam, but this collaboration is not visible in the brochure. The only link to Rotterdam is by mentioning its proximity and accessibility from the city, but this information is also provided for The Hague.

The city also collaborates with ZHBT through the theme years. The theme years are not featured in the brochure, there's a separate brochure providing this information. This brochure does not provide any information either about the ZHBT.

The traditional core values used by Delft, Delfts Blauw, Vermeer and the Royal Oranjes, are almost equally represented in the magazine. There are more pictures of Delfts Blue compared to the other core values. The magazine focuses less on art compared to the website. The magazine includes many pictures of Delfts heritage like the Oude and Nieuwe Kerk. It can be concluded that the magazine focuses on the image of Old Holland as discussed in chapter 3. There are many pictures of old buildings, Delfts Blue and Vermeer which is an icon of Old Holland.

Delft wants its historical center to be the place where tourists and residents go to get away from the busy cities and enjoy museums, culture and restaurants. The magazine offers plenty of information about all these activities. The city also wants to be recognized at a glance through consequent use of the city style and the magazine uses this city-style.

Delft wants attract more business tourists and become a hub for congresses. The magazine does not provide any information about congresses in Delft. Delft also wants to collaborate more with TU Delft in the area of congresses. There is half a page dedicated to innovation and technology and the science center of TU Delft is projected as must see in Delft. Technology and innovation are two other core values Delft wants to use to promote the city. These core values receive some attention in the magazine but this is still very limited (half a page only in a total of 22 pages).

The city also wants to expand its shopping facilities and attract more shoppers. The magazine dedicates one page to fun shopping in Delft. Delft could provide more information about shopping in Delft if it wants to attract more shoppers.

All in all Delft's magazine reflects the ambitions and visions the city has for tourism. The incorporation of the core values technology and innovation is still lacking a bit. If the city wants to be perceived by visitors as a city of technology and innovation it will need to find a better way to incorporate these values in the magazine.

Gouda wants to be known as the shopping area for Midden Holland, the main city in the Groene Hart and a city where visitors go to relax and catch one's breath. The city wants to increase length of stay and tourism spending by strengthening its cultural historical values and nature values and also by improving retail trade and the cater sector.

Gouda's brochure provides information about relaxing in nature by mentioning Gouda's location in the Groene Hart and what the Groene Hart has to offer nature lovers. The city also wants to be perceived as a shopping city. The brochure provides some information about shopping and this target group is thereby well informed about shopping in Gouda.

The city wants to focus on its cultural heritage and the brochure dedicates one part to historical Gouda referring to its main historical attraction.

Most pictures projected in the brochure are of water (boats), restaurants and the city hall. The city hall is one element of Gouda's cultural heritage that is well displayed throughout the brochure. The city also wants to focus on its history with water and improve water activities in

the cities and this sector is also well displayed in the brochure. The city aims to offer business tourism but there is no information provided for business tourists in the brochure. In chapter 3 it is stated that one image of Holland is that of the Old Holland with historic houses, churches, city walls, canals and city halls amongst others. Gouda's brochure features many pictures of the city hall and of water. There is thus a focus on the image of Old Holland.

Conclusions

In this thesis a look was taken at how small cities in the Netherlands approach tourism and compete and or collaborate with other tourism destinations.

The main question for this thesis was: ***'In a world where tourists can choose from almost any destination, how do small Dutch cities approach tourism marketing and promotion and what are their strategies?'***

Three small Dutch cities have been analyzed in order answer the main questions. The three cities analyzed were Schiedam, Delft and Gouda. These three cities are all historical cities with interesting historical heritage and are all located within the province of South Holland. This makes it easier to make comparisons between the cities.

To answer the main question, this question was broken down into sub questions. The first sub question was: *SQ1. What are the tourism strategies of the Netherlands and of the province of South Holland?*

The Dutch government believes it is essential to invest in tourism because the external effects are significant, many sectors profit from tourism. The government wants to focus on attracting more international fairs and congresses and on attracting more international tourists especially from upcoming markets such as India and China.

The province of South Holland on the other hand wants to focus on improving three sectors of tourism, namely the coast, culture and water. These framework for tourism policies are found in the Agenda Vrijetijd.

NBTC has two campaigns at the moment, one for Dutch visitors and one for international visitors. Through PMPCs the organization tries to link products to specific markets and thereby provide better information to visitors about their preferences and interests. Like the Dutch government the NBTC wants to focus more on the market for meetings and congresses because business tourists generally spend a lot. The ZHBT plays an important role for the policy for tourism composed by the province of South Holland. ZHBT advises the province and consults with cities about projects that fit within the policy.

All organizations agree that collaboration is essential in order to improve the tourism supply in the Netherlands because by collaborating budgets can be increased and the tourism supply is better structured and therefore better accessible for visitors.

NBTC's national and international websites focus more on Delft compared to Schiedam and Gouda. Delft is presented as a city with attractive attractions such as the Royal Porceleynse Fles, Vermeer and the Royal Oranjes. The three core values Delft wants to focus on are well represented on the international websites. Gouda is presented by all the websites as a lively historical cheese city. The city wants to be perceived as a lively city but wants be less connected to cheese. This traditional icon is however still very much attached to city on these national international websites. Schiedam is the city least present on the websites. Where present the city is projected as a city with strong ties to its gin history. The city's mills are also mentioned very often.

On the websites of ZHBT Gouda and Delft are featured more often compared to Schiedam. Gouda is profiled as a water city. Gouda is also presented as a city where one can shop in a historical environment. However the city is still frequently linked to cheese and Gouda wants to be perceived as a city with more to offer than just cheese. The websites pay much attention to Delft's traditional core values (Vermeer, the Royal Oranjes and Delfts Blue). The modern core values technology and innovation are not quite presented as qualities of Delft on either website. Both websites do refer to Delft for meetings in unique locations.

SQ2. What are the policies, visions and ambitions of the cities regarding tourism?

The three cities analyzed in this thesis are Schiedam, Delft and Gouda. All cities are developing or have developed a city marketing vision to clearly state how they want to be perceived by visitors, residents and companies.

Gouda and Schiedam both want to attract more shopping visitors and water tourists and both cities want to invest in their city center to make it more attractive for visitors. Both cities are currently competing with Rotterdam when it comes to shopping visitors.

Water is an important focus for Schiedam and Gouda as both cities are expanding and improving their recreational water activities. Gouda aims to do this through the project Hollandse Waterstad. Schiedam wants to expand its recreational water activities and thereby have more activities to offer visitors. Delft does not really focus on water compared to these cities.

All cities want to focus on their unique qualities and focus their marketing campaigns and promotion on these qualities. Schiedam wants to focus on gin, Saint Liduina, art and water. Schiedam uses theme years to emphasize attractions and activities and expand these. In 2009 the activity focused on the theme 'strong women' and Saint Liduina was put in the spotlight. Many activities and attractions were focused on the Saint. In 2010 the city focuses on water and this was a perfect opportunity for the city to expand its water activities and improve existing activities. Next year the focus is on mills and then the unique selling point gin will also be in the spotlight as the mills were used to produce grain for gin. Schiedam cannot focus on international tourists because of the limited number of hotels. One way the city tries to attract international visitors is through collaboration with Rotterdam. Schiedam has many ambitions but the lack of budget available might be an issue for achieving them. The city is reviewing ways to increase their funds, by getting sponsors from companies for example. However the city is aware that due to the economic crisis everyone wants to save money.

Delft wants to focus its traditional values, Vermeer, Oranjes and Delft Blue as well as newer values technology, innovation and creativity. The city wants to collaborate more with TU Delft in order to increase visibility of these values. The city wants to attract more business tourists and uses its ties with TU Delft to promote business tourism. Delft is the only city that uses social media to promote itself. Delft uses Twitter to inform visitors on what's happening in the city. Gouda wants to promote the city as the main shopping area of Midden Holland and as the main city in the Groene Hart. The city does not focus much on its value cheese. It wants to move away from this traditional image towards an image of a city where people go to relax and to shop. To achieve this the city wants to improve and expand its catering sector and increase the amount of shops in the city.

Schiedam and Delft maintain one style for all their promotional products. This style is found on the websites, on brochures, on flags etc. This is a strategy used to be recognized by visitors. By using the same style for all brochures, flags, websites etc. the cities try to bundle all tourism products and make them more visible. By focusing on one city style the cities also distinguish themselves from other cities and are easier to remember. Gouda maintains the same style on its brochures and on signage in the city, but the website does not project this style.

All three cities want to focus on their cultural supply by making this more visible and increase its quality. This is in line with the ambitions of the ZHBT. All cities want to improve the quality of events and thereby attract more visitors. Statistics show that events are very popular in the region. The cities have similar ambitions for the future of tourism, but all take a somewhat different approach. Schiedam and Gouda's approach are similar as they mostly focus on traditional values and on shopping. Delft takes on a different approach by focusing more on technology and business tourism.

SQ3. How do the cities present themselves on the internet and in brochures?

Schiedam wants to focus on its unique selling points gin, Saint Liduina, art and water. There is plenty of information about water and art on the tourism website but limited information and images of the Saint Liduina. The marketing for gin can also be more effective. This unique selling point is mostly promoted through text on the website about gin and through the gin museum in the brochure, however the information is limited. If Schiedam wants to be known for its unique selling points it needs to focus more on these values in the brochure and on the website. Most images on the tourism website are pictures of restaurants, cafes, galleries, art and shopping. Art is one unique selling point that is well represented on the tourism website. The images on the tourism website do not fully coincide with the old icons and images of the Netherlands as a whole as discussed in chapter 3. But the images selected portray Schiedam as a cozy city with lots of activities, and the images hit the mark as this is exactly the image the city wants to portray.

Images on the official city website are mostly of mills, water and museums. These images coincide well with the Old icon of Holland and the images of Old Holland discussed in chapter 3. These images don't quite portray the image Schiedam wants to project as it doesn't focus on any of the city's unique selling points. Most images in the brochure are pictures of restaurants & cafes and galleries & art and shopping. The images in the brochure do not fully coincide with the Old icons and images of the Netherlands as a whole as discussed in chapter 3 as it is more focuses on art and shopping.

Delft wants to focus on its core values Delfts Blauw, Vermeer and the Royal Oranjes and new core values technology, innovation and creativity. Of the core values the majority of pictures found on the website are pictures of Delfts Blauw. There are quite a lot of pictures of the Oranjes, but not as many of Vermeer as one would expect. The websites has many pictures of art and canal tours. The former is another focus on one more core value of Delft namely creativity. All three traditional core values are almost equally represented in Delft's tourism magazine. There are more pictures of Delfts Blue compared to the other core values. The magazine focuses less on art compared to the website.

Delft's website focuses on Delfts ware and water (albeit through water tours). These are two images that coincide with the images of tourism in the Netherlands as discussed in chapter 3.

Delft has to focus on Delfts ware because it's a local product. Vermeer can also be perceived as projecting an image of Old Holland. The city distinguishes itself from the general image of the Netherlands by focusing on art. All in all Delft's website and magazine reflect the ambitions and visions the city has for tourism. The magazine includes many pictures of Delfts heritage like the Oude and Nieuwe Kerk. It can be concluded that the magazine focuses on the image of Old Holland as discussed in chapter 3 and this focus is stronger compared to the website. There are many pictures of old buildings, Delfts Blue and Vermeer which is an icon of Old Holland.

Gouda calls itself the cheese city but this image is a little contradictory as Gouda wants to move away from being known only for cheese rather it wants to be known as the main shopping area for Midden Holland, the main city in the Groene Hart and a city where visitors go to relax and catch one's breath. The tourism website does not provide a special tab for information about nature in the area. If the city wants to promote nature activities it might be advisable to include a tab that provides information about these activities. Gouda's brochure on the other hand provides information about relaxing in nature by mentioning Gouda's location in the Groene Hart and what the Groene Hart has to offer nature lovers. The city also wants to be perceived as a shopping city and this area is well covered on the tourism website. The brochure also provides some information about shopping and this target group is thereby informed about shopping in Gouda.

The website introduces each attraction but for more information the visitor is directed to the website of the attraction. This might be an area worth improving. If Gouda's tourism website provided more information about its attractions visitors won't constantly have to go to another website for more information as this might lead to annoyance of visitors and abandonment of the website.

Most pictures projected on Gouda's tourism website are of the city hall, restaurants, canal boats and the market. The city hall and the (cheese) market are two elements of Gouda's cultural heritage that are well displayed throughout the tourism website. The city also wants to focus on its history with water and improve water activities in the cities. Gouda's official city website and the tourism website feature many pictures of the city hall. Both websites focus on the image of Old Holland. Most pictures projected in the brochure are of the water (boats), restaurants and the city hall. The city hall is one element of Gouda's cultural heritage that is well displayed throughout the brochure. Gouda's brochure features many pictures of the city hall and of water. There is thus also a focus on the image of Old Holland.

SQ4. Do small cities collaborate with other cities, regions, organizations to promote tourism?

Delft is the city that collaborates most compared to the other cities. The city collaborates with NBTC, The Hague, ZHBT and other cities. One example of collaboration with other cities is the Mills and Minds initiative. ZHBT promotes Delft as a special location to have meetings and congresses. Of the three cities Delft is the city that most openly shares information about collaboration.

Schiedam wants to collaborate more with surrounding municipalities due to the low budget it has for tourism and because it sees great potential for collaboration. The city currently collaborates with Rotterdam to exchange visitors. The city also collaborates with ZHBT on theme years, this is a way to increase funding for promotion and improvement of tourism supply.

Gouda is the city that least collaborates, on paper at least. The city collaborates a lot with VVV Groene Hart. The city wants to be the main city in the Groene Hart and by collaborating with this organization Gouda can better promote itself through the organization. A reason for lack of collaboration with other cities might be because cities around Gouda don't really engage in tourism. The cities nearest to Gouda that are engaged in tourism are Rotterdam and Utrecht but these cities are not that close compared to proximity of Schiedam to Rotterdam for example. This might be a reason for lack of cooperation.

The small cities analyzed are focused on specific values the cities want to promote. In most cases these are values that are historically attached to the city and values that are already linked to the city. The cities are all historical cities and they all focus on their historical values but want to focus on more modern values as well. Schiedam and Delft for example want to focus on art and all three cities want to focus on shopping. Delft's tourism focus coincides well with the tourism focus of the Dutch government as the city focuses on business tourism and on international tourists, especially from upcoming tourism markets. Gouda wants to engage more in business tourism but this is not present at all in their promotion on its websites and brochure.

All three cities have their own city style that is used on all promotional material. Delft and Schiedam have a strong focus on this city style as this style is recognizable even in their tourism offices. Gouda has the same city style in its brochures and signage in the city, but the website doesn't carry this city style. It might be advantageous to do so in order to create more coherence in the tourism promotion and create a stronger image of Gouda as a tourism destination.

All three cities collaborate with other cities or organizations to better promote themselves and to share promotional costs. Gouda is the city that collaborates the least and Delft is the city that collaborates the most. Delft is also the city most present on the websites of the NBTC and ZHBT and this might be due to good collaboration with these organizations.

In order for these cities to truly realize their tourism ambitions they need to find a way to focus more on their core values and incorporate these better in their tourism promotion. Schiedam must find a better way to incorporate its core values gin and Saint Liduina. These are two focus points of the city that are underrepresented in promotional material. The city also wants to improve its city center and its shopping facilities and thereby attract more shopping visitors. The current brochure is a little outdated as many shops included in the brochure have closed with time and therefore the brochure does not project a correct image of the city's shopping facilities. To update this brochure is very costly and the city is dealing with budget cuts for tourism. The city must therefore find a way to increase funds and produce another brochure with more information about gin and Liduina and provide an updated list of shops in Schiedam.

Delft wants to focus on its three traditional core values Vermeer, Delft's Blue and the Oranjes and also on more modern core values Technology, Innovation and Creativity. The three traditional core values and the modern core value Creativity are well represented in the promotional materials analyzed. The incorporation of the core values Technology and Innovation is still lacking on the website. The magazine pays some attention to these values, but this is very limited. If the city wants to be perceived by visitors as a city of technology and innovation it will need to find a better way to incorporate these values on the website. One of Delft's main focus

areas is business tourism and congresses. There is information on the website about this sector but the tourism magazine does not provide any information about congresses in Delft. Delft has yet to find a way to incorporate this sector in its tourism brochure or it might need to develop a separate brochure directed at this sector. .

Gouda must improve its tourism website if it wants to increase total visitors seeing as the website is an important medium used by visitors to gather information and visitors are eager to leave a website if it doesn't meet their expectations. At the moment the tourism website lacks a lot of essential information and where information is provided most of the time it directs the visitors to an external website. If Gouda wants to attract more visitors and be the main city of the Groene Hart it needs a website that reflects these ambitions and lives up to them. Gouda's brochure on the other hand provides all the information for the target groups the city wants to attract but the brochure can still be improved by adapting two things: the material of the brochure should be improved by using another kind of paper that isn't cardboard like and the brochure should not be a fold out type but a brochure with pages because this kind of brochure is easier to use. At the moment the city portrays itself as the cheese city but in the future the city wants to be known for other values besides cheese. It actually wants to move away from only being linked to cheese, in the ambitions and visions for tourism there is very little focus on cheese as a tourism value. In my opinion Gouda should not move away from its image as a cheese city because many people already relate Gouda to cheese, nationally and internationally. The city should focus on its history with cheese and find a way to modernize it and make it more attractive for more target groups.

Recommendations for other small cities

Because only three cities have been analyzed and because only two promotional mediums have been analyzed no generalization can be made for all small cities in the Netherlands. There are however some factors that all small cities could take into account to improve their tourism marketing and promotion.

Small cities need to find a way to collaborate more with other cities and (regional) organizations. Smaller cities usually have budget deficits and through collaboration cities can share (marketing and promotional) costs. By collaborating with other cities and organizations cities can also increase and improve their visibility and thereby attract a larger group of visitors.

Small cities must find out what their unique values are and focus on these values. In the case studies all cities had unique values and were already known for these values. The cities already have an image of being a cheese city, or gin and mills city for example. Cities that are already linked to certain values should not move away from these values but find a way to make these values more attractive by developing attractions related to the values or by modernizing current attractions.

Small cities should also focus on directing marketing and promotion towards target groups. Because most small cities have insufficient funding it is wise to focus on target groups and make promotional material easily accessible and interesting for these target groups.

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*Document received by email from Carla Vermunt (Gemeente Schiedam)

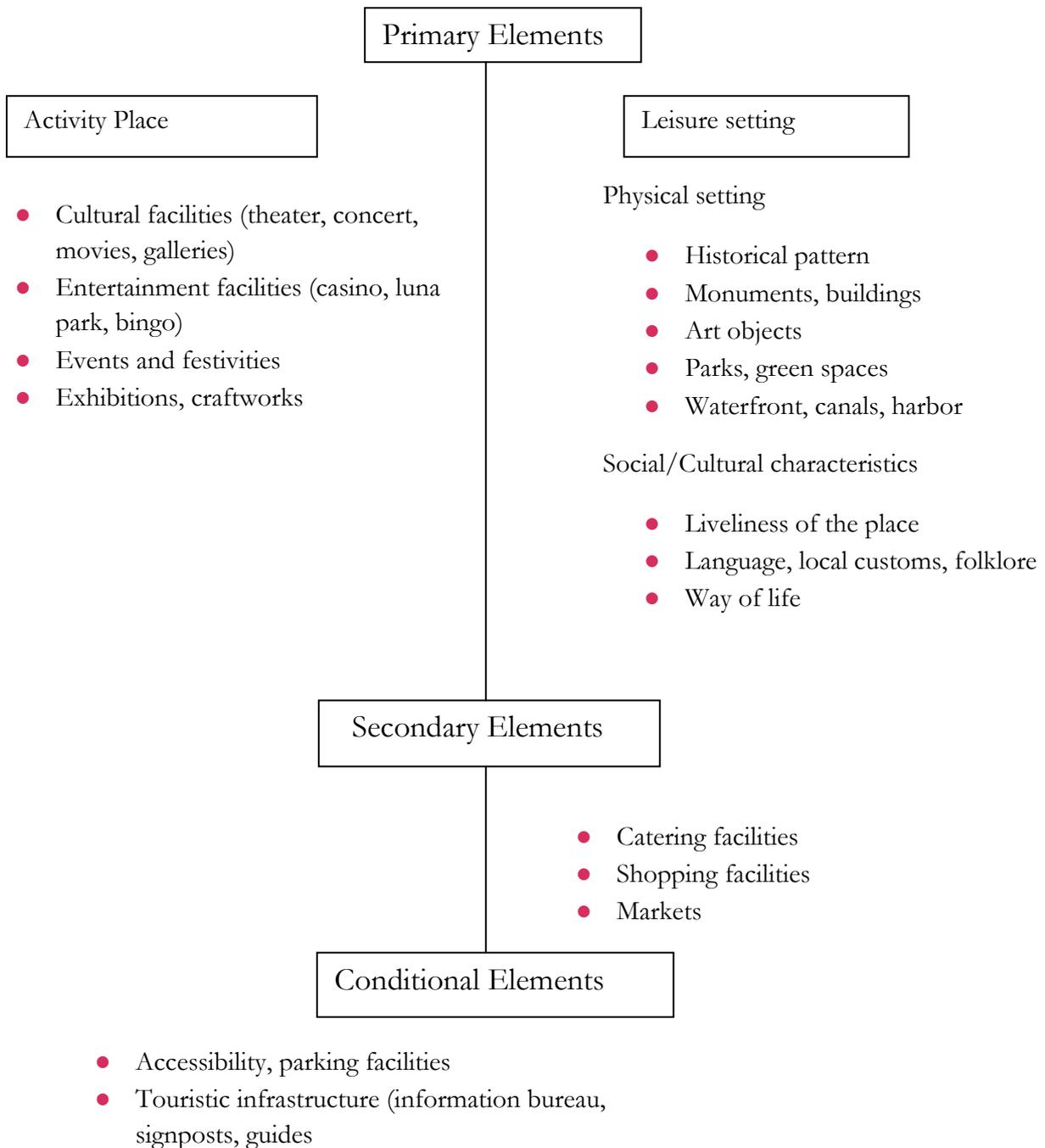
**Document received by email from Ima Boevé (Gemeente Gouda)

Appendixes

Appendix 1: The Inner city as a Leisure product (supply side)

Appendix 2: DNA Schiedam

Appendix 1: The Inner city as a Leisure product (supply side)



Source: Jansen-Verbeke, 1986

Appendix 2: Mindmap DNA Schiedam

