



Understanding how Amsterdam City tourism marketing addresses cruise tourists' motivations regarding culture

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ABSTRACT

This paper argues that a gap exists between the marketing of shore excursions and cruise tourists' expectations of 'local flavor' experiences. The paper first establishes that this discrepancy exists, then aims to refine the focus of marketing and promotion, and finally proposes strategies for improving cruise tourists' satisfaction. Amsterdam, a city eager to attract more cruise tourists, is chosen as the case area to evaluate the alignment of marketing and passenger expectation. The study is based on an analysis of tours proposed by cruise companies, using a word frequency analysis of their narratives, and on structured interviews with 228 passengers. The result indicates that marketers should more effectively focus on and promote 'local flavor' experience. They could place a stronger emphasis on local identity by cooperating with more local partners and engaging tourists in product design.

1. Introduction

Devesa, Laguna, and Palacios (2010) state that motivation for tourism is a determinant of the visitor's level of satisfaction. A tourist's motivation is determined by emotional, spiritual or physical needs (Wall & Mathieson, 2006). From a tourist's perspective, tourism is a response to felt needs and acquired values within temporal, spatial, social and economic parameters (Wall & Mathieson, 2006). Once needs and values have been applied to a holiday scenario, the generated motivation constitutes a major parameter in expectation formation (Gnoth, 1997). Expectations, in turn, determine performance perceptions of products as well as perceptions of experiences. Motivation thus impacts satisfaction (Sukiman, Omar, Muhibudin, Yussof, & Mohamed, 2013). For cruise tourists, motivations to visit a destination also have a consequential impact on their overall satisfaction regarding the destination. If their motivation is not successfully matched by the products — shore tours — or through the visiting experience, it is highly likely that they will be less satisfied with their experience of the destination as a whole. Therefore, understanding whether and how tourism products and services purchased by cruise tourists in a destination satisfy tourists' motivations is crucial in improving satisfaction.

Tourism products and services for cruise tourists are the results of a collaboration between Destination Management Organizations (DMOs), tour operators and sea cruise companies. DMOs play the most important

role in this collaboration. The tasks of DMOs include coordinating constituent elements of the tourism sector; providing leadership and advocacy for tourism within local communities; helping to ensure the development of tourism facilities, events, programs and a competitive destination image; assisting visitors through the provision of visitor services, and serving as a key liaison to assist external organizations, such as tour operators (Bornhorst, Ritchie, & Sheehan, 2010). DMOs also need to provide activities and experiences to be enjoyed by the visitors at a price which they are willing to pay, and which enables the destination to operate in a sustainable manner for the sustainable development of the destination. In terms of cruise tourism, DMOs work with tour operators to provide support in promoting tourism products to cruise companies, for instance, through familiarization tours, in order to sell them to cruise tourists. DMOs' fulfillment of the tasks of marketing and promotion greatly influences tourists' satisfaction with their visitation experience. As Presenza, Sheehan, and Ritchie (2005) state, the quality of visitor experience acts as an indicator of the success of DMOs. To increase the satisfaction level of cruise tourists in regard to shore excursions, it is important to understand how to refine the focus of DMOs' marketing and promotion regarding tourists' motivations and expectations.

Amsterdam, in order to maintain a liveable and diverse city for residents, visitors and business partners (City of Amsterdam, 2016), urgently needs to attract higher-paying tourists and to reduce the

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number of budget travelers. Cruise tourists, being a group of high-spending tourists, constitute a vital target group for Amsterdam city tourism marketing. As a key player among DMOs in Amsterdam, Amsterdam Marketing is a coalition made up of the Amsterdam Tourism & Convention Board, Amsterdam Partners, and Amsterdam Uitburo (Amsterdam Marketing, 2015). Amsterdam Marketing sees city hospitality as a vital part of city marketing. 'I amsterdam', launched by the city in 2004, serves as the motto of the brand for the city and people of Amsterdam and represents an attempt to change the brand identity of Amsterdam in reaction to the perceived decline of the city against international benchmarks. The city's current marketing efforts in tourism primarily focus on attracting higher-paying cultural tourists and reducing the number of budget tourists as a way of counteracting negative aspects of the city's image and negative effects of 'over-tourism' (Aalbers & Sabat, 2012; Kavartzis & Ashworth, 2007). Only by reducing the number of tourists and increasing their 'quality' (City of Amsterdam, 2016), can the new equilibrium between growth and life be achieved in a way that will maintain the city's appeal to all users, as expressed by the slogan 'City in Balance' (City of Amsterdam, 2016). Cruise tourists are considered higher-paying cultural tourists because 31% of their total expenditures is spent on tours (including ground transportation), which are mainly cultural tourism products, generating much income for the city directly and indirectly (Amsterdam Cruise Port, 2015). Therefore, for the sustainable development of the city, to maintain this group of tourists and increase their satisfaction level, Amsterdam Marketing needs to clarify this group's motivations for traveling to Amsterdam. With knowledge of their motivations, they can work on improving the quality of products and how best to promote them.

In regard to their motivations, which tourists are least satisfied with their cultural experience in Amsterdam? Before answering this question, it is helpful to segment cultural activities based on passengers' motivations to build up a rigorous and systematic context for further discussion, as the cruise tourists' motivations are the main driver of their choice of shore excursions. Although many typologies have been developed to categorize tourist behavior, only a few are proposed based on the idea of cultural motivations (Richards, 1996). In this research, we adopt and modify the idea proposed by McKercher, Ho, Cros, and So-Ming (2002) that emphasizes the centrality of cultural motives and integrates the meaning of 'culture' with up-to-date connotations to propose a typology of shore excursions with two main types: 'high-culture-motivated' excursion and 'everyday-culture-motivated' excursion. Based on terminology of 'high culture' and 'everyday culture' in culture studies and cultural dimensions typifying this city proposed by the city of Amsterdam (2004), these two types of excursion are subdivided into five additional categories: 'history', 'art', 'local flavor', 'nature' and 'special activities'.

Based on this typology, this paper categorizes all the cultural activities in shore excursions, collaboratively provided by Amsterdam Marketing and three main international tour operators, and examines the online information and structure of shore excursions provided on the websites of 27 cruise companies that cooperate with the city of Amsterdam. As Amsterdam Marketing develops and distributes the shore excursions products and online information for promotion with tour operators and cruise companies, by examining webpages it is possible to identify marketers' focus in marketing and promotion. Inferences made from the examination predicting the discrepancy between marketers' focus and passengers' expectations can be further verified in interviews with sea cruise passengers. This research is based on two steps: an analysis of shore excursions in five types, and an examination of passengers' satisfaction with shore excursions in relation to the five types of expectations. According to a statistical analysis of the satisfaction score, passengers are least satisfied with 'local flavor' excursions falling under the category of 'everyday-culture-motivated' excursion. This research sheds lights on the discrepancies between marketers' focus and tourists' demands of cultural products within the

field of sea cruise tourism, and we propose strategies regarding how marketing and promotion might be improved in order to better satisfy passengers.

2. Literature review

2.1. Relationship between tourists' motivations and satisfaction

The relationship between tourists' motivations and their satisfaction has been extensively discussed in the field of tourism research (Deci & Ryan, 1985; García & Picos, 2009; Oliver, 1980; Severt, Wang, Chen, & Breiter, 2007). A motive is an internal factor that can be likened to "an awareness of potential satisfaction" in a future situation, which means that motives are cognitive representations of future states (Deci, 1975; Deci & Ryan, 1985). Such motivation is expected to lead to personally satisfying experiences (Deci & Ryan, 1987). Thus, motivation and satisfaction are positively related to one another. Ross and Iso-Ahola (1991) demonstrated through their fieldwork that there is a consequential relationship between motivations and satisfaction and when the primary motivation is relatively dominant and is successfully met through tourist experiences, the resultant satisfaction spills over to various aspects of the experience, affecting overall satisfaction with the traveling experience. Devesa et al. (2010) also verify in their research that motivation is a determinant of the visit assessment criteria and, as a direct consequence, of the level of satisfaction of the visitor. They also reveal the existence of specific satisfactory elements directly linked to the motivation for tourists to take the trip. For example, 'cultural visitors', who present high levels of satisfaction, have registered statistically significant higher evaluations of those items related to their cultural motivation (Devesa et al., 2010).

2.2. Segmentation of passengers' motivations

Since the primary motivation is a determinant of the resultant level of overall satisfaction, it is crucial to examine tourists' motivations based on certain segments. Segmentation enables products to be developed to more effectively satisfy the differing needs of each segment. In addition, segments are only meaningful if they can help an organization better match its products with its target markets (Mitchell & Wilson, 1998). Many researchers argue that one of the many aspects of tourism is that it can be considered a sociopsychological experience sought by groups of tourists across socio-demographic strata (Ross & Iso-Ahola, 1991; Rubio, 2003; Wacker, 1996). Therefore, benefit segmentation is more applicable than strict socio-demographic segmentation (Frochot & Morrison, 2000; McKercher & Du Cros, 2003; Prentice, Witt, & Hamer, 1998). Many tourist typologies have been developed according to tourism motivation and behavior (Table 1) (Andreu, Kozak, Avci, & Cifter, 2006; Assiouras, Skourtis, Koniordos, & Giannopoulos, 2015; Chen, Bao, & Huang, 2014; Cohen, 1972, 1979; Dolnicar & Leisch, 2003; Elands & Lengkeek, 2000; Jacobsen & Antonson, 2017; Khoo-Lattimore, Prayag, & Disegna, 2018; Kruger, Myburgh, & Saayman, 2016; Li, Meng, Uysal, & Mihalik, 2013; McKercher et al., 2002; Özel & Kozak, 2012; Paker & Vural, 2016; Park & Yoon, 2009; Plog, 1974; Richards, 1996; Richards & Wilson, 2003; Rid, Ezeuduji, & Pröbstl-Haider, 2014; Sarigöllü & Huang, 2005; Sirakaya, Uysal, & Yoshioka, 2003; Stebbins, 1997; Thrane, 2000). However, concerning the focus of cultural tourism products in this research, only a few typologies are proposed based on the idea of cultural motivations (Özel & Kozak, 2012; Richards, 1996). McKercher et al. (2002) identified five types of cultural tourists based on centrality and depth of experience: 'the purposeful cultural tourist', 'the sightseeing cultural tourist', 'the casual cultural tourist', 'the incidental cultural tourist', and 'the serendipitous cultural tourist'. Superior to other typologies, in this typology, they emphasize the fact that the importance or centrality of cultural motives in driving destination choice varies significantly among tourists.

Table 1
Existing typologies of tourists regarding tourism motivation and behavior.

Researcher/s	Typologies of tourists
Erik Cohen (1972)	The organized mass tourist; the individual mass tourist; the explorer; the drifter
Stanley Plog (1974)	Psychocentrics; Near-psychocentrics; Mid-centric; Near-allocentrics; Allocentrics
Erik Cohen (1979)	The recreational mode; the diversionary mode; the experiential mode; the experimental mode; the existential mode
Greg Richards (1996)	general cultural tourist; specific cultural tourists (“new cultural intermediaries”)
Robert A. Stebbins (1997)	Amateurism; hobbyist activities; career volunteering.
Elands and Lengkeek (2000)	mode of amusement; mode of change; mode of interest; mode of rapture; mode of dedication
Christer Thrane (2000)	Well-educated tourists; poorly educated tourists
McKercher et al. (2002)	The Purposeful Cultural Tourist; The Sightseeing Cultural Tourist; The Casual Cultural Tourist; The Incidental Cultural Tourist; The Serendipitous Cultural Tourist
Richards and Wilson (2003)	Backpacker; Traveller; Tourist
Sirakaya et al. (2003)	Seekers; Escapers
Dolnicar and Leisch (2003)	Fun & snow; Relaxation and Health; Moderate Culture Tourist; Pure Culture Tourist; Fun, Snow, Snowboards and Discos
Sarigöllü and Huang (2005)	Adventurer; Multifarious; Fun & Relaxation Seeker; Urbane
Andreu et al. (2006)	Fuzzy Tourists; Recreational-Type; Active; Escape Seekers; Relax-Quiet Tourists
Park and Yoon (2009)	Family Togetherness Seeker; Passive Tourist; Want-It-All Seeker; Learning and Excitement Seeker
Özel and Kozak (2012)	Relaxation Seekers; Sports Seekers; Family Oriented; Escapists; Achievement and Autonomy Seekers
Li et al. (2013)	Entertainment/Adventure Seekers; Life-seeing Experience/Culture Explorers; Relaxation/Knowledge Seekers
Chen et al. (2014)	Self-Actualizers; Destination Experiencers; Social Seekers
Rid et al. (2014)	Heritage & Nature Seekers; Multi-Experiences Seekers; Multi-Experiences & Beach Seekers; Sun & Beach Seekers
Assiouras et al. (2015)	Novelty Seekers; Want-it-All; Lowly Motivated
Kruger et al. (2016)	Commitment and Event Affiliation; Lifestyle; Achievement and Challenge; Escape and Socialization; International Standing of Event; Skill Mastery and Group Affiliation
Paker and Vural (2016)	socially oriented; indifferent; supportive facilities oriented; service and prestige-oriented; touristic attractiveness-oriented clusters
Jacobsen and Antonson (2017)	Sightseeing and Outdoor Life; Getting Away and Traveling Around; A Quick Route to Family and Friend
Khoo-Lattimore et al. (2018)	Socializer; Enjoyers; Rejoicers

Source: Authors.

It is noteworthy that McKercher's definition of culture (2002) falls within the context of high culture, neglecting the motivation of seeking 'everyday culture'. The notion of 'centrality of cultural motives' refers to the importance of high culture in tourists' motivations. However, in this paper, the definition of culture is broadened according to more contemporary meanings and functions attributed to 'culture'. Culture can be viewed as comprising what people think (attitudes, beliefs, ideas, and values), what people do (normative behavior patterns, or way of life) and what people make (artworks, artifacts, cultural products) (Littrell, 1996). Culture is therefore composed of processes (including people's ideas and ways of life) and the products of those processes (buildings, artifacts, art, customs, atmosphere) (Richards, 2001). Cultural tourism is, therefore, not just about visiting sites and monuments, which has tended to be the 'traditional' view of cultural tourism, but also involves consuming the way of life of the areas visited, since both consuming cultural products and processes involve the collection of new knowledge and experiences (Richards, 2001). Everyday life is important in establishing a sense of local identity (Edensor, 2002), which can help build a sense of place in a tourist's mind (Relph, 1976), distinguishing the destination from others. Tourists who seek out everyday culture always see culture as 'a way of life', and 'lived experience' (Williams, 1981, 1983). Cultural tourism, hence, covers not just the consumption of the cultural products of the past, but also of contemporary culture or the 'way of life' of a people or a region.

2.3. Research gap and research aim

Although a few typologies have been proposed to categorize tourists' behaviors based on their cultural motives, very few such typologies are found within the domain of cruise tourism or have been developed based on the up-to-date definition of 'culture' mentioned in Section 2.2. A typology of shore excursions regarding passengers' cultural motivations, including the motivation of seeking both 'high culture' and 'everyday culture', should be developed to build a systematic context for the discussion of which type of motivation is not satisfied during a visit. Passengers' dissatisfaction with a certain type of excursion denotes that their motivation has not been successfully met by that type of cultural product and that there are discrepancies between marketers' focus and

tourists' demands. Therefore, this research aims to reveal which cultural types of excursion least satisfy passengers, and what causes this dissatisfaction regarding their motivations, so as to propose corresponding strategies for future product development and marketing.

3. Methodology

This research focuses on Amsterdam because the city is eager to attract more high-quality tourists, including sea cruise passengers. To evaluate the alignment between marketing around sea cruise tours and passengers' expectations of tourism products, a systematic analysis is employed. First, we propose a typology of shore excursions regarding the tourists' cultural motivations to categorize all the excursions offered in Amsterdam. Second, in order to comprehensively understand marketers' focus on particular types of the shore excursion, we deconstruct the narrative used for promoting the shore excursions through word frequency analysis of online information and we then compare the structure of excursions based on the typology. Third, through the analysis of the marketing's focus and passengers' expectations with each type of shore excursion, we point out the possible discrepancy between marketing focus and passenger expectation and propose our hypothesis. Since a failure of marketers to focus on certain types of shore excursions may result in passenger dissatisfaction, we design a questionnaire to collect data on passengers' satisfaction level with different types of the shore excursion, in relation to their expectations, in order to verify the hypothesis. If passengers' dissatisfaction is greatest with the type of cultural activities neglected by marketers, it means the discrepancy between marketing and passengers' expectations should be responsible for this result and the focus of marketing needs refining to improve satisfaction.

3.1. The case of Amsterdam

This research focuses on Amsterdam as a case for exploration of the discrepancy between marketers' focus and cruise tourists' motivations, because of the city's aim to improve the quality of land-based tourism products to increase the satisfaction of the type of cruise passengers the city of Amsterdam hopes to attract to further the sustainable

development of the tourism industry and welfare of local residents.

In its five-hundred-year history, the port city of Amsterdam has served as a hub for many far-ranging networks of the VOC (Dutch East India Company), of a colonial empire and of modern global trade networks; the historical buildings and urban forms that have been created over this time have attracted some eighteen million tourists every year. A very different popular city image of 'history, heretics, and whores' formed in the late 60s attracted the interest of many younger travelers (Dahles, 1998). Almost all city guides to Amsterdam mention the interweaving of various stories that comprise the city's attractiveness (Ashworth & Tunbridge, 2000). Yet, since the end of the 20th century, Amsterdam has been facing an ever more serious problem of 'overtourism' and the concomitant issue of losing competitiveness as a tourist destination (City of Amsterdam, 2004; Timmerman, 2017). By the 1970s as Amsterdam's tourism became ever more associated with cheap drink, commercial sex, and legality of drugs (Kavaratzis & Ashworth, 2007). The De Wallen district of Amsterdam, once actively promoted along these lines to enhance the global image of Amsterdam as a progressive city, is now seen as an obstacle to the desired city image rendered in current marketing campaigns. Its image and association with soft drug use and prostitution hinder current city marketing efforts (Neuts, Devos, & Dirckx, 2014). To deal with 'overtourism' and retune the image of touristic Amsterdam, the city has endeavored to take measures to reduce the 'over tourism' caused mainly by budget travelers. Measures taken include imposing restrictions on the number of beer bicycles and Segways, enforcing higher tourist taxes and stricter Airbnb rules, and remaking the Red-light district by concentrating brothels in an ever-smaller area (Aalbers & Deinema, 2012; City of Amsterdam, 2009; Kavaratzis & Ashworth, 2007; Licheva, 2018). Apart from reducing the number of budget travelers, Amsterdam Marketing also focuses on attracting higher-paying cultural tourists to this city (Aalbers & Sabat, 2012; Kavaratzis & Ashworth, 2007). By reducing the number and increasing the quality of tourists, the city can keep the welfare of residents, the benefits of visitors and business partners in a good balance for sustainable urban development (City of Amsterdam, 2016). Cruise tourists are higher-paying cultural tourists as they spend much of their expenditures on cultural products, i.e. shore excursions. As Amsterdam is a city annually receiving some 350,000 cruise tourists, increasing tourists' satisfaction with shore excursions makes cruise tourists more willing to recommend the city to other tourists and ensures future long-term cooperation with more cruise companies. In this way, satisfying cruise tourists more effectively by finding out problems in marketing and promotion can help the city develop in a sustainable manner.

3.2. Typology of shore excursion with respect to cultural motivations

To rigorously and systematically provide a context for the following discussion of a discrepancy between the focus of marketers and motivations of passengers in relation to culture, based on McKercher's 'centrality of cultural motives', the up-to-date definition of 'culture', inclusion of 'high' and 'everyday' culture and the cultural dimensions typifying the city of Amsterdam, we propose a typology of shore excursion regarding passengers' cultural motivations in order to classify all the current excursion products in Amsterdam. Doing so will allow us to discuss the corresponding relationship between cultural motivations and satisfaction with shore excursions. The typology of shore excursions includes two main types of 'high-culture-motivated' excursion and 'everyday-culture-motivated' excursion, emphasizing that the motivation to seek 'everyday culture' should not be neglected, but rather should be valued as an alternative cultural motive driving the choice-making process. A tourist can be motivated by both 'high culture' and 'everyday culture', with either one being central. 'High culture' refers to the German notion 'Kultur', including the arts such as music and literature, and all other symbolic cultural products, and a style of thought that appeal more to the well-educated portion of European society

(Beamish, 2010; Oakley, Ball, & Cunningham, 2018). Visiting an opera house, a museum, an art gallery, and enjoying classical music are representative experiences of 'high culture'. 'Everyday culture', despite minute differentiations, shares similar connotation with 'popular culture' and 'mass culture', involving aspects of social life most actively involved in by the majority of the public, including interactions between people going about their everyday activities (Delaney, 2007). The terminology of 'high culture' and 'everyday culture' can be used to guide the discussion of cultural dimensions proposed by the city of Amsterdam (2004), typifying Amsterdam's profile.

According to the city of Amsterdam (2004), sixteen dimensions are used to create a profile of Amsterdam. These dimensions are selected based on image research among various target groups, with visitors being the most important group; specialist literature on city marketing and establishment factors; interviews on the unique and distinguishing elements of Amsterdam; numerous statements on Amsterdam, from policy documents to television programmes, from travel guides to promotional material to newspaper reports. Among the sixteen dimensions, 'city of canals', 'sex, drugs, R&R', 'architecture', 'artistic city', 'nightlife', 'shopping city', and 'city of events' are seven culture-related dimensions. 'City of canals', 'architecture' and 'artistic city' promote the high culture of Amsterdam, while 'sex, drugs, R&R', 'nightlife', 'shopping city', and 'city of events' promote everyday culture. Again, based on their nature and connotations, we classify these dimensions within the domain of either 'high' or 'everyday' culture. In the domain of 'high culture', 'city of canals' represents the history of Amsterdam; 'architecture' and 'artistic city' represents the art of the city. In the domain of 'everyday culture', 'sex, drugs, R&R' and 'city of events' represent special activities that visitors can participate in; 'night life' and 'shopping city' represent the local flavor of Amsterdam. Hence, four subgroups of 'history', 'art', 'local flavor', and 'special activities' are proposed. In addition, a fifth subgroup of 'nature' is added to the domain of 'everyday culture' considering the existence of natural attractions available not in the city but in the surrounding region. Hence, the 'high-culture-motivated' excursion is divided into subgroups of 'history' and 'art'. The 'everyday-culture-motivated' excursion is divided into 'local flavor', 'nature', and 'special activities'. Passengers who choose to explore 'local flavor', 'nature', and 'special activities' are less interested in traditional high cultural attractions such as historical sites, monuments, museums, and art galleries, however they are more interested in learning about what people think and do in the visited area and in soaking up the atmosphere (Binkhorst, 2007). They are culture-motivated tourists in a broader and democratic sense. All the shore excursions offered by cruise companies for passengers who planned to visit Amsterdam are extracted from the websites of cruise companies who collaborate with the city of Amsterdam and are classified accordingly (see Table A).

3.3. Scrutinizing marketers' focus through online information

Since Amsterdam Marketing is mainly responsible for product promotion and distribution, to understand marketers' focus on various types of shore excursions, the authors studied the details of every type of tour, including the most used keywords in the online information and the organization of every shore excursion available on the cruise websites, the duration, schedule, attractions to be visited and the touring route. Based on this examination, and the cultural motivation types defined in Section 3.2, the hypothesis can be proposed accordingly.

3.3.1. Online information as a main tourism marketing tool

Before analyzing the online information, the reason why online information is chosen as an interface to comprehend the focus of tourism marketers needs elaboration. Information and communication technologies (ICT) have a considerable and increasing impact on several aspects of tourism. From supply of products to information search

processes and consumption patterns, tourism experiences and their preparation are assumed to be deeply influenced and progressively transformed by advances in ICT (Buhalis, 1998; Buhalis, 2003; Buhalis & Law, 2008; Chung, Lee, Lee, & Koo, 2015; Hanna & Millar, 1997; Jacobsen & Munar, 2012; Law, Leung, & Buhalis, 2009; Law, Qi, & Buhalis, 2010). ICT and the Internet are employed for practical pre-departure purposes such as travel planning, booking, and payment of tourism products (Hyde, 2008). Gradually, many tourists have become less dependent on intermediaries such as traditional travel agencies and tour operators. One may even say that the information age has resulted in the advancement of a new type of empowered individual: the ICT-skilled tourist (Jacobsen & Munar, 2012). Research by the Travel Industry Association of America found that about two thirds (64%) of online travelers use search engines for travel planning (TIA, 2005). A series of reports by Internet research firm Hitwise have documented the significance of search engines in terms of generating upstream traffic to tourism websites (Hopkins, 2008; Prescott, 2006). ICT is increasingly becoming critical for the competitive operations of the tourism and hospitality organizations as well as for managing the distribution and marketing of organizations on a global scale (Law et al., 2009). ICT's role of providing tourism marketing intelligence has interested many researchers (Pudliner, 2007; Pühringer & Taylor, 2008; Waldhör & Rind, 2008). Del Chiappa and Baggio (2015) underline the crucial and central role played by the technological manifestations of tourism firms within a particular tourism destination in shaping the tourist system's characteristics. From the customers' side, ICT helps to meet demands for timely and accurate information; from the tourism managers' side, ICT works cooperatively to help managers deliver quality service to their customers and to enhance operational efficiency and control costs. Sigala (2016) has also proposed a holistic framework for tourism firms to exploit the two features of Web 2.0 – customer intelligence and social networks – for actively engaging customers with new service development processes. ICT, hence, is becoming one of the dominant marketing tools in tourism. Destination Management Organizations (DMOs), as a part of web-based marketing services, invest considerable amounts of time and money in the development of websites to provide tourists with various travel information such as images of sightseeing and cultural or historical attractions to entice them to the destination (Hunter, 2016). Due to the close collaboration between Amsterdam Marketing, tour operators, and cruise lines, also the dominant role of Amsterdam Marketing in product promotion and distribution, the contents of online tourism information on cruise company websites represent the main focus of marketers regarding their perception of what tourists are looking for and what sort of cultural resources should be promoted (Pan & Fesenmaier, 2002).

3.3.2. Analysis of most used keywords

The most frequently appearing keywords in online information about shore excursions represent the key elements cultural resources marketers think can identify Amsterdam and can be used to promote cultural products to cruise tourists. Information introducing shore excursions provided on the websites of a total of 27 cruise companies that selected Amsterdam as one of the ports of call in 2017 was collected. 3119 words were identified. Table 2 presents the top 42 most used unique words after deleting those commonly used 'stop words' such as 'travel', 'tourism' and 'Amsterdam'. As shown in Table 2, tourism marketers are focusing their attention on cultural attractions (canal, church, building, street, bridge, square, museum, etc.); general activities (experience, guide, coach, excursion, walking, etc.); symbolic Dutch elements (flower, windmill, cheese, boat); tourists' subjective feelings and general motivations (beautiful, unique, free, admire, explore, enjoy, discover, etc.). Table 3 shows the most used keywords in each type of shore excursion. Based on Table 3, Type A1 focuses on historical sites and monuments, Type A2 on museums and artworks of famous artists, Type B1 on typical Dutch elements and general activities, Type B2 on natural scenery and Type B3 on special activities.

Table 2

Most used keywords in the online information of shore excursions.

Keywords	Frequency	Keywords	Frequency
Canal(s)	237	church(es)	42
Walking	113	local	41
House(s)	107	sights	39
Museum	106	life	39
Guide	90	view	38
Famous	88	short	38
Time	84	market	38
Most	81	building(s)	38
Boat	76	bridge(s)	38
Anne Frank	66	unique	37
Enjoy	64	history	36
Flowers	63	Red-light	35
World	61	cheese	34
Century	61	streets	33
Van Gogh	54	square	33
Coach	51	district	33
Explore	47	historic	32
Beautiful	44	free	32
Windmills	44	admire	32
Experience	43	village	31
Excursion	43	discover	30

Source: Authors.

Table 3

The most used keywords in each type of shore excursion.

Type A1- History	Type A2- Art	Type B1- Local flavor	Type B2- Nature	Type B3- Special Activities
Canal(s)	museum	boat	Flowers	Red-light
House(s)	van Gogh	experience		
Anne Frank	art	local		
Century		life		
Church(es)		market		
Building(s)		cheese		
Bridge(s)		windmills		
History				
Streets				
Square				
Historic				

Source: Authors.

3.3.3. Analysis of the Structure of Shore Excursions

In order to acquire a more detailed understanding of tour operations in different types of excursions, the structure of every shore excursion available on the cruise websites has been studied. The duration, the schedule, the attractions to be visited in the tours and the touring routes are examined. Regarding the 'high-culture-motivated' excursions, they are usually approximately a half-day long, are composed of one main cultural attraction where passengers have free time to visit, and offer a general tour of the historical city center on foot or in a coach, passing the Mint Tower, the Royal Palace, the Weeping Tower, Dam Square, the New Church, and the Portuguese Synagogue. The main attractions in Type A1 are mostly historical monuments and sites, while in Type A2 they are museums exhibiting artworks and artifacts. Regarding the 'everyday-culture-motivated' excursions, they are also approximately a half-day long, composed of a series of minor attractions located within a district or a town/city, and they include one hour of free time in between to have meals and walk around. For this kind of excursion, Type B1 and B2 are mostly operated out of Amsterdam, for instance, in Zaandam, Adam, Delft, and Den Haag. Minor attractions include some historical monuments, small local museums, and windmills. Type B3 is an exception, which is a tour exploring the history and contemporary life within the De Wallen area.

3.4. Hypothesis

Considering the tourists' cultural motivations, interpreted in Section 3.2, and the analysis results in Section 3.3, reveals a discrepancy between the marketing around cultural activities and passengers' expectations regarding Type B1, which leads to the hypothesis of this research. On the five-hour Delft and Den Haag tour for instance, passengers are scheduled to visit Delft Blue Pottery, the New Church, and the Town Hall in Delft, and the Houses of Parliament, the Peace Palace, the seaside resort of Scheveningen in Den Haag, with approximately two hours spent on the drive to Delft and back from Den Haag. In between the visits to the cultural attractions, there is only one hour left for passengers to take a short walk with their guide and enjoy some free time. Concerning the selection of cultural attractions, quite a few attractions do not permit engagement with local everyday life; tourists only encounter the life of historic and contemporary elites without getting a sense of local identity. Concerning the schedule design, most of the time during the tour is spent on visiting cultural attractions and transport between locations, therefore, most of the typical Dutch elements described with the keywords in the shore excursion of Type B1 can only be seen during the tour, not experienced. Tourists motivated to explore local flavor in the destination are often a new type of consumer – a 'prosumer', who prefer self-service rather than service (Rieder & Voß, 2010). This segment of tourists is more willing to take part actively and directly in production and service-delivery processes so as to bring their initiatives into full play (Ritzer & Jurgenson, 2010). The discrepancy between tourists' motivation and tour operation may result in passengers' dissatisfaction with this type of cultural experience. Hence, the hypothesis is proposed: passengers who have experienced the excursion Type B1 are least satisfied with the experience.

3.5. Data collection and process regarding passenger satisfaction

In order to testify the hypothesis, the authors designed a questionnaire to collect information about passenger satisfaction with each type of shore excursion. Among the options in the question about activities passengers participated in were 14 selected excursions. They were not presented in a categorized order, but rather in random order to ensure that interviewees did not have any preconceptions when choosing the answers. The question was set to allow multiple choices considering the high possibility that a passenger might participate in more than one activity. The passengers who were interviewed all declared that they had finished touring Amsterdam. Paper questionnaires were handed over to and collected from tourists face-to-face inside and outside the Passenger Terminal Amsterdam (PTA) in July, August 2017 and July 2018. Of 324 questionnaires distributed, 228 valid ones were collected, providing a response rate of 70.2%.

Regarding the hypothesis, the aim of the statistical analysis is to determine which shore excursion is associated with the lowest degree of satisfaction, which can indicate that a certain type of excursion most disappoints tourists. First, the mean score of satisfaction degree in different types is adopted to make a comparison. Second, the ANOVA test was adopted to assess whether there exist significant differences between the mean scores given by five groups. The threshold probability value p was 0.05 in the ANOVA test. When the resulting p -value was < 0.05 , the assumption did not hold, meaning there exist significant differences between the mean scores. Third, a post hoc test was employed to examine where the significant differences existed more precisely using the Bonferroni Procedure. The threshold probability value p (two-tailed) in the post hoc test was also 0.05. If a p -value was not < 0.05 , it indicated that there were no statistically significant differences between means.

4. Results

Concerning passengers' satisfaction with the five experience types,

Table 4
Mean score of satisfaction.

Type	A1	A2	B1	B2	B3
Mean score	3.9946	4.3000	2.5833	4.0000	4.6250

Source: Authors.

the ANOVA test was adopted to see if there are significant differences between groups. The F value is 6.314 with a p -value of 0.000 (< 0.05), which means there were significant differences between groups. Table 4 shows the mean score of satisfaction on each type. Table 5 demonstrates that the mean score of satisfaction on Type B1 is statistically significantly lower than all other types, meaning that passengers are most disappointed with the 'local flavor' experience. Therefore, the hypothesis is supported. The discrepancy between tourists' motivation and tour operation does result in passengers' dissatisfaction with 'local flavor' experience. Marketers need to refine their focus accordingly.

5. Discussion

The 'local flavor' experience as a newly emerging pursuit of cultural tourists, differing from the traditional experience of high culture, can be seen as an evidence of the growing significance of intangible culture in cultural tourism products (Richards & Wilson, 2014). Tourists' emphasis on visited destinations shifts from traditional forms of culture to new, more diffuse resources, including shifts away from built heritage, museums, monuments, beaches and mountains to image, identity, lifestyles, atmosphere, narratives, creativity, and media. Culture resources also face a shift away from cultural heritage and art to creative industries and lifestyles (Richards & Wilson, 2014). Increasingly, cultural tourists want to become part of the local community and have direct contact with the everyday lives of others (Richards & Wilson, 2007). This tendency stems from tourists' interest in breaking through the comfortable 'bubble' of modern tourism, as they are not merely satisfied with the diluted, contrived, and prefabricated experience of visiting traditional tourist attractions (Boorstin, 1964). Wang's emphasis on the growing importance of 'existential authenticity' also predicts tourists' willingness to cast off their previous role of passive consumers following a series of staged experiences (Wang, 1999). As Binkhorst notes, in the past, cultural tourism seemed to consist of collecting 'must-see sights', which acted as badges of cultural consumption. Now it seems that existential elements of cultural consumption, such as 'soaking up the atmosphere' are enough (Binkhorst, 2007). Consequently, producers need to learn to engage consumers in the process of designing, distributing and performing the experiences themselves, to the extent that they become 'prosumers' (Richards & Wilson, 2014). As demonstrated in the example of culturally based creative tourism supply in French cities, a city should no longer be seen as just a machine for living, but a landscape for enjoying, experiencing and tasting (Prentice & Andersen, 2007).

In the case of Amsterdam, two solutions are proposed in regard to cruise tourists' pursuit of 'local flavor' experiences. First, concerning the options of cultural attractions available in shore excursions, marketers should invite more local museums introducing the tradition of Dutch local life into collaborative networks and promote them together with local festivals and local cuisines in the region to facilitate the 'local flavor' experience tourists are looking for. The tour operators, cruise lines and other tourism service providers cooperating with Amsterdam Marketing are mainly international companies. The real obstacle for the sustainable development of tourism destinations is often that in the tourism supply chain, control remains with the big companies charged to market the destination. A big international company cares more about a fast return on investment and less about consequences for the local socio-economic environment or the building of culture identity (Ammirato, Felicetti, & Della Gala, 2014). It is the DMOs' job to manage

Table 5
Significant mean differences between satisfactions on each group.

Pairs of Types Post Hoc Test	A1&A2	A1&B1	A1&B3	A2&B1	A2&B3	B1&B3	B1&B2
Mean Difference	–	1.41123	–	1.71667	–	2.04167	1.41667
Sig.	–	0.002	–	0.000	–	0.000	0.009

‘–’ Indicates that the mean difference is not significant.
Source: Authors.

the service supply chain, coordinate all the service providers and invite more local partners into networks for the aim of branding the city with local identity and providing tourist experiences of higher quality. The goal is to ensure sustainable development of the destination and serve the common interest of all the shareholders in the service supply chain as they all collaborate to develop this destination, aiming at delivering a competitive offer of tourism services. Therefore, inviting more local museums into the network of tourism organizations can lead to a win-win situation. Second, concerning the scheduling of excursions, marketers can help tour operators develop tourism packages in a more flexible manner. On the websites of Holland America Line, Disney Cruise Line, and Regent Seven Seas Cruises, an excursion involving touring Amsterdam in a private vehicle is already offered. Passengers in small groups could hire a van or a minibus to explore the city for a half-day at their own pace with a driver and English-speaking guide, organizing their time ashore according to their priorities. Marketers in Amsterdam could promote this kind of package to more cruise lines so as to engage tourists in the process of designing their own excursion, a process of prosumption. Since customers who participate in the specification and realization of the service are likely to perceive a less negative discrepancy between expectation and realization, and thus greater satisfaction (Raaij & Pruyn, 1998), this prosumption mode can help increase cruise tourists' level of satisfaction with the excursion.

To bring these two solutions into operation effectively and efficiently, DMOs should employ ICT as a powerful tool, first, to build a regional network for small and medium-sized local enterprises, including the local museums, local festival organizers, local restaurants, and local travel agencies, etc., to facilitate cooperative marketing; second, to establish a better destination management system for the communication between customers and tourism enterprises, through profiling customers, providing personalized information, and customizing service according to passengers' personal demands and instant feedback. Compared with big international companies, small and medium-sized local enterprises do not possess either the resources or organizational capabilities to easily survive on their own in the globalized tourism business environment. Regional networking and clustering can provide them with opportunities to better operate in a competitive tourism environment. Through ICT, DMOs can provide the network within which small local businesses can benefit from the information flow that enhances market visibility and global positioning (Ammirato et al., 2014), increasing sales, revenues, profits, and competitive advantage (Zaidan, 2017). ICT can also bring smartness into tourism destinations. For instance, tourism portal websites can be developed for visitors to directly access and communicate with individual operators (Ammirato et al., 2014; Buhalis & Amaranggana, 2015). The latest technological advances, such as virtual tourist communities, mobile devices or virtual life, enable tourism enterprises and consumers to enhance experiences together so that tourists can gain richer experience within their actual physical setting (Neuhofer, Buhalis, & Ladkin, 2014). Buhalis and Amaranggana (2015) discovered that tourists expect to, before a trip, make more informed decisions by having access to all the related real-time information and during a trip, to have personalized service as well as a real-time feedback loop. After a trip, they want to relive their experience in a decent feedback system which allows them to review their holistic tourism experience. These

personalized services can be realized with a cloud-based infrastructure (Lamsfus, Martín, Alzua-Sorzabal, & Torres-Manzanera, 2015) and the assistance of Big Data. In this way, the ICT can help DMOs and all the tourism enterprises build a dynamic platform enabling different stakeholders to exchange data, promote service integration, more precisely predict what a visitor wants through historical data (pattern analysis) and to formulate distinctive services and a dynamic recommender system (Buhalis & Amaranggana, 2015), thereby enhancing customers' experience in a larger social and physical context and improving their satisfaction level (Hoarau & Kline, 2014).

6. Limitations and conclusion

As indicated by many researchers, DMOs' main tasks involve formulating strategies, coordinating stakeholders, developing products, and marketing (Heath & Wall, 1991; Presenza et al., 2005; Ritchie & Crouch, 2003; Sainaghi, 2006; Volgger & Pechlaner, 2014). The quality of the tourists' experience depends on the fulfillment of these tasks. Amsterdam Marketing, as a key sector of DMOs in Amsterdam, now focusing on attracting high-spending cultural tourists, sees cruise tourists as one of their main target groups. Since tourists' motivation is determinant of their satisfaction level with the destination, in order to maintain this segment of tourists, marketers need to better gauge passengers' traveling motivations. That will allow them to correct their marketing focus and promote and distribute appropriate cultural products to better satisfy this group. Since different travelers are motivated to travel for different reasons, we propose a typology of cultural experience based on tourists' cultural motivations in order to categorize shore excursions available in Amsterdam. Based on this categorization, every type of excursion has been scrutinized via online information on the cruise company websites, representing the marketers' focus. Based on the examination of every type of cultural experience and the motivations that lead tourists to choose a particular type, a hypothesis is proposed regarding the discrepancy between marketing around shore excursions and passengers' cultural demands, and its consequence for passengers' satisfaction level. According to satisfaction scores resulting from the collected data through a survey at PTA, the hypothesis is confirmed. This result emphasizes the existence of such a discrepancy and its negative impact on passengers' traveling experience. The authors argue that marketers could invite more local partners into the tourist supply chain to counteract the dominance of other international companies in the chain, augmenting the identity of local culture and the quality of 'local flavor' experience; they could also invite cruise tourists to participate in the process of developing cultural products, to respect their initiative and promote this form of activity. ICT could be employed by DMOs as a powerful tool for regional networking and establishing destination management systems. Regional networking can offer small and medium-sized enterprises opportunities to facilitate cooperative marketing in a competitive tourism environment, exploiting their synergies and the complementarities between their outputs. ICT-based destination management systems can establish a flexible and profitable communication bridge to customize service according to passengers' personal expectations and instant feedback.

Drawing on the existing literature, this research proposes a typology to build a framework for revealing the dissatisfaction of cruise tourists

regarding their cultural motivations. The managerial implication requires caution in marketing shore excursions and cultural products in terms of 'local flavor' cultural experience. The research supports enlisting the participation of local enterprises into the tourism supply chain, the involvement of sea cruise passengers in the product design and distribution process and the employment of ICT for innovative marketing. This research contributes to the objective of improving sea cruise passengers' satisfaction and attracting higher-paying culture tourists for the sustainable development of tourism and the city. This study also has a few limitations. First, during the survey at PTA, apart from the 228 passengers who purchased shore excursions, there were 76 interviewed passengers who did not purchase any tourist products but only walked around in the city center. That is why their answers to the questionnaire are regarded as invalid. Many of them declared that they had visited the city before and this time they chose to have lunch or dinner or a cup of coffee in the city center. Their cultural demands were not studied as they did not choose to purchase any shore excursions. However, considering the scale of this segment, their demands and behavior patterns matter profoundly for the development of sea cruise tourism and culture tourism in Amsterdam. Future studies can be carried out to explore the discrepancies between marketers' focus and tourists' cultural demands. Second, only passengers traveling with three cruise lines were interviewed at PTA. Passengers traveling with more cruise lines can be interviewed in future studies to build up a more comprehensive database.

Table A
Categorization of shore excursions in a typology of cultural experience.

Type A: High-Culture-Motivated		Type B: Everyday-Culture-Motivated		
A1-History	A2-Art	B1-Local flavor	B2-Nature	B3- Special Activities
Canal Cruise	Van Gogh Museum	Delft & Den Haag	Zaandam & Edam	Red Light District
The Hermitage	Rijksmuseum	Volendam & Marken	Village of Broek	Tuk Tuk City Tour
Jewish Heritage				
Amsterdam Highlights by Walking				
Amsterdam Highlights by Coach				
Anne Frank House				

Source: Authors.

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Declarations of interest

None.

Appendix A. Supplementary data

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