

# Expats, Do you like Amsterdam as much as we all do?

## Abstract

The population of Amsterdam is growing fast, this growth is an opportunity and sign of a sustainable competitive status of the city of Amsterdam. Nevertheless, the growth does include many challenges. One of these challenges is to stay hospitable, leading to the core of this research; city hospitality. The municipality of Amsterdam highly appreciates the presence of expats, for instance because many companies partly depend on expats to fill in their vacancies. This study therefore aims to find out if the expats do feel welcome and accepted. Mostly, expats stay in a city for a period of time, which creates difficulties as they are not willing or able to fully integrate. From studies that regard the migration of people, the conceptualization of feeling 'at home' appears an important subject, with regards to the concept of hospitality, especially with the social and private dimension of hospitality. For this study the Interactive Experience model of Falk and Dierking discusses the personal and the social variables, which are contributing to the experience of the expats. The results of the research are gathered by means of quantitative fieldwork and desk research. It can be concluded that the more the expats experience the city of Amsterdam as hospitable, the more they are able and willing to integrate. However, the personal contact of the individuals does play a major role in their experience influencing the social context. Further research has been suggested to detect and involve all stakeholders of Amsterdam to be included by building on support, meaningful contact, being hospitable, all in all to create the hospitality the city of Amsterdam is aiming for.

**Key words:** expats, multiculturalism, integration, city hospitality, experience, contact, support

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## Introduction

Over the years the demographical situation of Amsterdam has been changing a lot. Next to the growth in population, there was a significant increase in the number of tourists (Iamsterdam, 2017; CBS, 2018; OIS Amsterdam, 2018). In addition, we observe a significant increase in the number of people coming from abroad to work in Amsterdam. The internationals, which are the fastest growing group within the population of Amsterdam are called “expats”. Expats are people, who move to another country for their work and are mostly well educated (Spaans, 2018). This increase of tourists did lead to displeasure of the residents, who avoid places in Amsterdam due to the crowd and behaviour of the tourists (Ouwehand, 2018). Next to that they blame the expats for the rocketing housing prices and cultural impoverishment (AT5, 2017, p.5; Kneefel, 2019).

However, the municipality, business owners and the government, do value expats since they bring economic wealth and it creates a strong international position. They try to attract internationals to work in the Netherlands by beneficial tax regulations for the expats, called the expat ruling. For the expats this is a great benefit since they do not pay tax over 30% of their income the first 8 to 10 years. From 2019-2020 the government is discussing to bring this back to 5 years (Koops, 2018).

In 2015, expats reviewed Amsterdam as a very livable city, which is according to scientists about the experience of the quality of life. Factors influencing this are the authenticity and cozy atmosphere of Amsterdam. Hospitality plays a major role in the term livable: do people feel welcomed? Subjects which have been criticized by the expats are factors as the increase in the rent of housing and the liberal image of drugs (Berg, 2015). However, reviewing this in 2019, a lot has changed. The housing market has gone further up, leading to displeasure of the residents towards the strangers or newcomers. Next to that is the major increase in number of tourists which caused a negative effect on the inhabitants attitude towards the tourists (Ouwehand, 2018).

In March 2018, there were 59.666 expats living in Amsterdam, which means 8,85% of the total population of Amsterdam (Marijnissen, 2018). How does this group experience the welcoming behaviour of Amsterdam? Do they feel connected with the other Dutch residents? Do they feel that they can integrate in the city Amsterdam? Insight in the experience of the young expats would be interesting for HOH, since they actually are residents of Amsterdam.

## Literature

Increasingly, many sociologists point out the relation between the development of a city and the importance of the profile of the people the city should attract (Gatti, 2009). According to Harvey, the metropolises of the world are continuously in competition to grow by means of people and investments, where people are defined as tourists, highly educated people and investors (Harvey, 1989).

Over the years many researches have been done regarding the social integration of immigrants in the Netherlands. Those researches considered families and the classical known immigrants as the Turkish, Moroccans and Surinamers. However, for this research the focus is on a different group, defined as the expats. Often, the word expat is been critically argued as many people do not understand the difference with the word immigrant or foreign worker and consider expat as a fancier word. Often, the differentiation between the traditional immigrants and expats is based upon their level of education, where expats are high skilled. The expat is characterized by a temporary time of staying in another city, from a few months to 4 years, and sometimes longer. The profession status of the expat is also considered, mostly the expat works for a multinational company. Lastly, the age of the expats is moderate young, and seeking for an experience abroad, which is most of the time not their first experience (Gatti, 2009).

For this research the expats are defined as: “An expat is someone living and working in another country then they are originally from and grown up. The expat is working for a multinational and is most of the time highly educated. The duration of staying can be permanent however is most of the time temporarily.

### Social integration of expats

*“The success of an international assignment depends on the well-being of the expat in both professional and personal terms” (Mercer, 2018).*

Researches conducted by Mercer do question if companies select the right people for the international assignments, meaning that they are going to live in another country for a period of time. Most of the time employers look at the tasks and responsibilities of the job. Nevertheless they do not take into consideration if this employee also is able to adapt to a new culture, the social initiatives and emotional stability (Veilbrief, 2006). However, what are factors determining their integration?

According to the researches of the consultancy company Mercer, the facilities and services contribute most to the quality of life and therefore the ease to integrate (Mercer, 2018). Moreover, Borrie Expatriate Services, a company providing services and advice to international employers, mostly considers the financial picture as being important, to create a balance between the benefits for the employer as well as for the expat (Borrie expatriate services, 2019). Another organisation, called Expat Mortgages, is committed to support companies who are working with expats, to ease the process of getting a house and easy settlement (Expats Mortgages, 2019). Furthermore, factors considered important for the integration are the ease of registration services, housing, settlement services, schooling services and financial benefits (Tulip Expats Services, 2019).

While reviewing many companies, which are committed to the integration of expats, we mostly read about the services and facilities. However, what is the role of the personal circumstances, as contact and sociability? Therefore, we dive into the concept of social integration. Over the years, the definition of the concept of social integration is being explained and reviewed by many social scientists.

The concept consists of different components as cultural, structural, social or interactive and identificational (Birka, 2013). For this research the following definition of social integration is used; *“the process of becoming an accepted part of society”* (Penninx and Martiniello, 2004). The focus lies on the social and interactive component of the integration, where the key elements are the acceptance and the overall sense of belonging. As precondition for this, the host has to be open toward the new inhabitants and discrimination as serious barrier (Birka, 2013).

### **Multiculturalism and social integration**

Multiculturalism has often been criticised with regards to social integration. Kymlicka believes that it can be considered as contradicting to the feeling of being one nation and one group of inhabitants, since one of the groups will play the dominant role. However, when looking at multiculturalism from another perspective it shows the commitment of the inhabitants of Amsterdam towards the smaller group, the expats, and should let them feel at home. The other way around the expats should adapt to the larger society and makes themselves feel home (Berry, 2011).

Since expats most of the time do settle in the Netherlands for a limited period, they may be less concerned about the Netherlands and the Dutch norms and values. Literature from social anthropology for instance, states that it is less a question of integration of expats with the local population, but of contrasted but often intertwined

worlds (Pattaroni and Adly, 2013b). The expatriate community constitutes itself through the sharing of a common language, of specific (meeting) places, and institutionalized networks. The noted impacts of such a community creates several social and spatial conflicts, for instance the gentrification of certain areas of the city. As also has been noted, the impact of expats strongly depends on the affordances of the expats to create their own “community” (Pattaroni and Adly, 2013a). In other words: the appearance and presence of expats also depends on the size of this group compared to the local residents. This phenomenon explains that expats do not need to fully integrate. As they may stay within their own community, there is no need to put efforts in the social and cultural integration with the local residents from Amsterdam.

As the experiences and appearance of expats cannot be generalized, Adly and Pattaroni support a research *approach on a micro-scale*: by analysing the expats not as a group but as individuals, we can better analyse how expats integrate (or not) in the city of Amsterdam.

### **Culture shock**

Possible challenges occur when expats move to their new destinations for living. First of all, the new cultural environment they encounter. This new city can create a form of the phenomenon “the culture shock”, leading to home-sickness, barriers as difference in health care processes, the different language, cuisine, costs for living and so on. Most of these barriers are related to their personal as well as their work adaption (Goby et al., 2002). According to Grundey, this culture shock can be avoided by good training and support, to reduce the stress and to create a success story for retaining the expats (Grundey, 2008). Banerjee and Gaur underpin the importance of the company supporting the integration of expats, since the impact of failure for both the company and the career of the expat leads to losses, in a sense that the performance of the expat can be influenced by their well-being (Banerjee et al., 2012). A great amount of literature stresses that the amount of received support from different sides is crucial for the adaption (Naeem et al., 2015).

The individual characteristics are playing an important role to the integration and the avoidance of failure. Individuals can respond differently to the changes. Part of the expats may be open to the new culture and have a willingness to integrate. Others do not feel comfortable by doing that, which may lead to negative effects such as loneliness, frustration and isolation. The research also states that factors as earlier experiences

abroad can help the expat, as those people are more aware of what to expect (Naeem et al., 2015).

### **City hospitality to improve the social integration of expats**

There are several arguments to give expats the feeling that they are welcome. Firstly, as we have shown, expats and local residents live in contrasted but often intertwined worlds. The integration of expats with the local residents is important, as it helps to bring their worlds together. It reduces the social and cultural boundaries between these groups. Secondly, as previously mentioned, the expats are of great importance for the international companies, institutions and in general for the city to remain powerful. The choice of staying in the city is not always up to the expat, since this depends on the employer. However, a part of the expats is willing to stay longer in the city. This decision mostly depends on the feeling of being welcome and accepted by the city and its residents (van Bochove et al., 2011). Therefore, the development of policies to improve city hospitality, specifically for expats, is very important.

To define how expats experience hospitality on their own and in the city of Amsterdam, the concept of hospitality should be clear. Commonly, the concept of hospitality is described in words as; friendly, kind and hospitable (Thio, 2005). According to Lashley, *city hospitality* should be understood in three dimensions; social, private and commercial (Lashley, 2000). Within these dimensions there is a distinction between the commercial hospitality and the private and social hospitality. The commercial hospitality is providing hospitality to a bigger target market, repeatably and at the end is about money exchange. The social and private dimensions are more focused on customized service and are not conducted to make profit (Jones and Lockwood, 1998). Regarding the private dimension, the hospitality is offered in a more private setting, as for example home (Azmi et al., 2011). According to Hepple, Kipps and Thomson, the social dimension is mostly about the host being hospitable towards its guests who is an individual and away from his or her own home (Hepple et al., 1990). With respect to the expats, these social and private aspects appear most relevant.

To further understand in what ways hospitality in a city could be experienced, we focus on the concept of city hospitality. According to Wiegerink, city hospitality is mostly represented by the social and commercial dimension. Where this research focuses on the social dimension and is described as; *“hospitable behavior within a culture. How welcoming is a community towards strangers?”* (Wiegerink, 2012). The city hospitality experience model is about how different target groups experience the hospitality of a city.

The relationship between the guest and the host is the key factor. While the expats are actually inhabitants of Amsterdam, we do label them as visitor in this research. The ultimate challenge for city hospitality is to support their integration and let them feel as an inhabitant of Amsterdam.

The right part of the model consists of hospitality indicators, which are variables showing the hospitable performance of the hosts. When the factors of welcoming behavior, hardware and atmosphere are perceived by the stakeholders value is created, resulting in an increase in experienced city hospitality (Wiegerink, 2012). The focus for this research paper will be on the hospitable behavior of all hosts in Amsterdam as perceived by the young expats.

To define the meaning of hospitable behaviour for the expats, further literature has been reviewed. Several authors have described the behaviour of the host as a crucial element in hospitality (Kirillova et al., 2014; Tasci and Semrad, 2015; Lashley, 2015). The hospitable behaviour of the hosts is even considered as the most important factor of guest experiences (Rust et al., 1996). Another word to describe the behaviour in relation to hospitality is often hospitableness. Over the years, the concept of hospitableness has been argued by many authors, where the following explanation of the concept will be the guide in this thesis; *“The positive attitudinal, behavioural, and personality characteristics of the hosts that result in positive emotional responses in guests feeling welcomed, wanted, cared for, safe, and important.”* (Tasci and Semrad, 2015). An important factor to measure the hospitable behaviour is the warm welcome, aiming the host to be friendly, open and welcoming. Next, the word “safety” is often mentioned when discussing the concept of hospitality (Pijls-Hoekstra et al., 2015).

Currently, as mentioned in the problem analysis the expats are not completely welcomed. Many newspapers do name the impact of the expats, who are attracted by the companies in the Amsterdam. It also pictures a negative perspective of the attitude from the inhabitants towards the expats. Therefore, the question is rising, if the expats experience this welcoming and hospitality behaviour by the hosts of Amsterdam. Is there connection between the host and the expat who all live in the same city, or are we speaking of multiculturalism as Kymlicka considers this. Do the expats experience the host let them feel home?

### The experience of feeling home

In this paragraph, we further concentrate on the typical aspects of city hospitality for expats. As previously mentioned, from studies that regard the migration of people, the conceptualization of feeling 'at home' appears an important subject. Ho and Kissoon state that: *"the idea of 'Home' as a place is often imbued with emotional significance as a site of safety, comfort, family relations, community and familiarity* (Ho and Kissoon, 2012). From literature, we find that when considering home, the important places to consider are the spaces of **home** and **work** (Blunt, 2007). Smet and Sneep describe that home has several components such as *"shelter with walls and a roof, but also social, cultural, psychological and emotional components"* (Smets and Sneep, 2017). When expats want to settle in a neighbourhood, they are often considered as strangers to the already established residents. In order to feel at home, it is important to create a shared sense of belongingness within a neighbourhood. There is not one simple mechanism to create such a *shared sense of belongingness*, when different groups (for example residents and expats) have to mix. As Smet and Sneep conclude *"strangers can be physically nearby but socially distant, a reflection of differing lifestyles, habits and values and manifest in us-and-them configurations between the physically nearby but socially distant groups"* (Smets and Sneep, 2017). This underpins the importance of city hospitality: not only by supporting the expats to feel at home, but also to stimulate the mix with other residents in order to become closer to one another.

### The experience of hospitality for expats

In this last paragraph, we are diving into the concept of *experience*, with focus on aspects that are relevant for the experience if city hospitality by the expats.

The definition and way of working of the concept of "experience" has been identified by multiple scientists. In 1997 Schmitt reviewed previous research about experience, where most of the work is limited to certain areas of brand marketing, as art. In his eyes, the concept of experience can be applied to all brands in all categories and is the essence of branding. For him, an experience is the result of a response to a certain observation or participation in a situation (Schmitt, 2009). Pine and Gilmore describe experience as an unforgettable impression, which will stay in an individual mind and is very personal. They introduced the term "experience economy", meaning that economic growth will be achieved, by adding value to the product or service through the experience (Pine and Gilmore, 1999). The book of Boswijk, Thijssen and Peelen also describes the importance of experience in the economy, and state that only offering an experience will

not help you beat the competition. In their opinion co-creation is a key factor: businesses have to work together in order to create experiences (Boswijk et al., 2005). Research has shown that experience plays a major role in the tourism sector, and results show that the memory of experiences is also crucial, to understand the present experience (Barnes and Mattsson, 2016). Goossens focuses more on the relation between emotion and experience, which are both relevant in the pleasure seeking and choice behavior for the desired outcome, as for example the destination choice (Goossens, 2000). Lastly, we mention Falk and Dierking, who define the experience through the personal, social and physical context of an individual (Falk and Dierking, 1992).

The starting point of this research is the experience of the hospitality of the city Amsterdam. The model of Pine and Gilmore is more focused on developing a spectacular experience of a brand, and is not relevant for this research, which is focused on the experience of a certain place, and in particular the social aspect. On the other hand, according to Falk and Dierking experience is determined through the personal, social and physical context of an individual. This clearly clarifies multiple aspects of the individual experience, and also considers the expectation upfront the experience of the city. Goossens is mainly focusing on the relation between emotion and experience, with regards to the leisure activities. However, the model is about three phases affecting the experience, with the aim to define the satisfaction of the experience. In this research it is about the current state of the experience of an individual, and the factors influencing this. For the research, the Interactive Experience Model of Falk and Dierking fits best to conduct the research. Their Interactive Experience Model describes that the experience of an individual is determined through the personal, social and physical context. The model was created to analyze the experience of a museum visit. However due to the structure of different contexts, the model is also applicable to other experience environments, as the city (Falk and Dierking, 1992). The core of the model is that the experience of an individual is influenced by the three contexts, which determine the experience.

All in all, the Interactive Experience model will be discussed interfaced with the concepts previous considered as important for the research. Physical is considered, but for the city of Amsterdam the quality of the "hardware" can be regarded as relatively high: the city is highly regarded. For this research, the social and personal aspect appear more important. As said, the concept experience is subjective and therefore the personal context of an experience is important to take in consideration. The personal context is intended to describe the expectations and motivations of the customer concerning the

leisure activity, which are based on earlier experience with the activity, knowledge with regard to the experience or with an intended goal of the leisure activity.

As previously mentioned, an experience could differ per perspective of an individual. Background information and characteristics could influence the behaviour and interoperation of all specific expats separately. Therefore, particular aspects are considered to measure the individual experience for this research. As stated in the interactive experience model of Falk and Dierking, the personal context is about expectations and earlier experience. For this research, variables as an earlier experience abroad, the time the expat is planning to stay are important to be asked. Next to that, the personal characteristics are included, since literature shows that the expat should be considered as an individual and not as a group. Therefore, questions should be asked to review their personal interpretations and situations. How do they see the Dutch inhabitants? Are they willing to get in contact with others?

The second context looked at, is the social context of the experience and includes other people that are part of the experience. This includes for instance people that accompany someone, and people encountered during the experience. The social context is definitely important for the research. Several hosts of Amsterdam do feel the importance of welcoming the expats. However, do the expats feel the same way? Are they open towards getting to know new people, from different cultures or do they prefer to stick to their own community? Do the expats experience a way of support? And who is offering this support? Furthermore, do they experience a form of culture shock at the beginning?

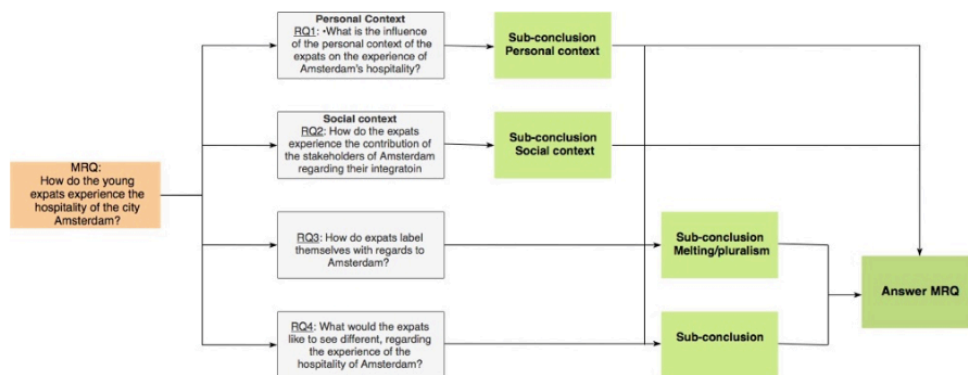


Figure 1: Conceptual framework for the research

In line of thought for the research, the following conceptual framework has been created, please refer to figure 1. City hospitality aims to create a warm welcome to visitors. In this case we specifically focus on the group of expats. This group has specific characteristics: it is important to understand how this group should be approached. Therefore, the relevant aspects are the social and personal context, where the individuals experience is considered.

“How do the young expats experience the hospitality of the city Amsterdam?”

**RQ1:** What is the influence of the personal context of the expats on the experience of Amsterdam’s hospitality?

SQ1: Who forms the group of expats?

SQ2: What is the reason for moving to Amsterdam?

SQ3: To what extent do expats have experience with living abroad?

SQ4: Do the expats experience a form of culture shock?

**RQ2:** How do the expats experience the contribution of the stakeholders of Amsterdam regarding their integration?

SQ1: To what extent do the expats experience support?

SQ2: To what extent are the expats willing to connect with others?

SQ3: Do the expats feel part of a community?

**RQ3:** How do the expats label themselves with regards to the city Amsterdam?

*Hypothesis:* The willingness to engage for contact will have a positive correlation with the sense of belonging

*Hypothesis:* involvement in the integration will have a positive correlation with the sense of belonging

*Hypothesis:* How more the expats experience Amsterdam as hospitable how more they feel part of Amsterdam

**RQ4:** What would the expats like to see different, with regards to the hospitality of the city Amsterdam?

SQ1: What do the expats experience as negative?

SQ2: What do the expats experience as positive?

# Methodology

## Methods

As Saunders stated, a mixed method of the research design will lead to better findings (Saunders, 2000). Therefore, secondary research data has been gathered by reading through scientific articles comparing the statements, arguments and reviewing existing findings. The secondary data is described in the literature review.

For the primary research a quantitative approach has been used to answer the research questions. Both online and in person, the survey was handed out. In person at Hotel Jansen and via email to the Casa Hotel. Furthermore, the survey was sent by email to the Kraft Heinz Company and Booking.com. Lastly, the survey was spread on the Facebook page of 'Expatriate Republic Amsterdam', 'ISN Amsterdam', 'Expats World in Amsterdam', 'the Amsterdam Expats Meetup group' and 'Citylife International Students and Expats Amsterdam'. The places to hand-out the survey were chosen carefully to get an interesting mix in industries and reasons for moving to Amsterdam.

The survey consisted of 22 questions. For a couple of questions, the respondents were asked to rate statements on a 5-point scale, from strongly disagree to strongly agree. Next to the statements, several multiple-choice questions were asked. Lastly, the survey ended with 2 open questions. Please refer to appendix X for the complete survey.

## Respondents

The respondents of the survey consisted of 158 people. Nevertheless, not all of the respondents were between the range of 18- and 35-year, and therefore the remaining 125 survey have been reviewed for this research. The 125 respondents consisted of 65 females and 60 males, with an average age of 26 and a half years old ( $SD=4,38$ ). Furthermore, to represent the population of expats, the respondents were selected on their origin, and therefore the Dutch were excluded.

## Limitations

Firstly, the results can be limited, due to the mass of information. As the survey contains 46 questions, which includes all the statements, there is a lot of data gathered. However, the questions asked do concern different topics, meaning the data does not touch upon all of these topics in-depth. To do research to specific topics within this study, another research should be conducted.

Secondly, the miss interpretation of the question can be a limitation. A question as 'I am not able to enter a club while my friends do', was intended to show the feeling of being treated unfairly. However, this can be influenced by different factors; as for example the amount of time this situation occurred differs and the story behind the situation (as for example the own behaviour of the expat leading to the decision to not allow this person into the club).

Furthermore, a limitation could be the scope the research reflects on. As the population of expats included many different people it is difficult to reach all of them, and therefore it is hard to refer to all of them. However, this limitation was overcome by spreading the survey via different sources and at multiple locations of the city Amsterdam, to be able to get an interesting sample.

Another limitation was the differences in length of stay, as the expats living in Amsterdam already for more than 5 years, did arrive in a completely different time and therefore a different Amsterdam. Additionally, the group of expats living in Amsterdam for a longer period could have forgotten about their experiences during their integration, which might have led to frustrations at that time. This limitation was overcome by comparing the differences in length of stay, which led to interesting findings of the improvements with regards to the hospitality.

Lastly, the lack of qualitative research could be a limitation. As the quantitative research does not give a more reliable indication of certain specifications of the population, it does not completely touch upon the characteristics of the target group. However, due to deep dives in the secondary data, many factors and characteristics led to the mass of information and therefore lots of data has been analysed giving many insights within the experiences of the target group.

## Results

The municipality of Amsterdam highly appreciates the presence of expats, for instance because many companies partly depend on expats to fill in their vacancies. This study therefore aims to find out why not all expats feel welcome and accepted. To get this insight, we first aim to find out if there are specific reasons or groups within the population of expats, that have a negative experience. With such knowledge, the city of Amsterdam can better make policies to improve the experience of expats. As previously mentioned in chapter 4.6, Adly and Pattaroni state that all individual expats do have their own experience, influenced by different factors. When looking at the figures, many of the findings indeed show a high variance between the expats ( $SD > 1$ ). This implies that we cannot consider the group as a homogenous entity.

### Who are the young expats living in Amsterdam?

Some of the respondents were older than defined as the target group. So finally, 125 (79%) out of 158 respondents belong to the target group for this research, defined as the people between 18 and 35 years old, with a mean (M) of 26 and a half years old. The division over gender is almost equal: 52% of the respondents are female, and 48% of the respondents are male. Most of the respondents are originating from Western Europe (47,2%), followed by the Eastern European (16,8%) and North American (16%).

The sectors the target group is working in is mixed. More than half of the respondents live in the South and old West of Amsterdam (54.4%), followed by East, the city centre and New West with all around 10%. Only a few live in North and South East (less than 5%). 44% lives in an own house/apartment, 35.2% in a shared apartment and 17.6% in a (student) hotel or long stay hotel. However, when looking at the division between the respondents living in Amsterdam less than a year and the ones living in Amsterdam longer than a year, we can tell that it is more common for the respondents living in Amsterdam less than a year, to live in a (student) hotel (86,4%), than for the ones living in Amsterdam longer than a year (13,6%). Oppositely, the respondents living in Amsterdam longer than a year, it is more common to live in their own apartment (76,4%).

For 38.4% of the respondents this is the first experience of living abroad, whereas the other respondents (61.6%) do have previous experienced to live abroad.

Almost half of the respondents live in Amsterdam for less than 1 year (44.6%). Lastly, one third of the target group plans to stay long in the Netherlands between 1 and 3 years, and a quarter even considers staying longer than 6 years.

In comparison to females, more male respondents did move to Amsterdam because of their job, nevertheless no significant difference was found between both groups with regards to the reason of moving to Amsterdam.

### The Hospitality of Amsterdam

On average the inhabitants score the feeling of being welcomed with open arms as neutral (figure 2). The expats are more positive with regards to the feeling of being accepted by the inhabitants (figure 3). The expat scores the sense of belonging to the city is almost equal to the accepted rate. However, for all three of the statements the variation is higher than 0.9, meaning that the answers of the respondents do vary quite a lot. At last, we can conclude that the expats do consider Amsterdam as culturally diverse.

Figure 2: Warmly welcome

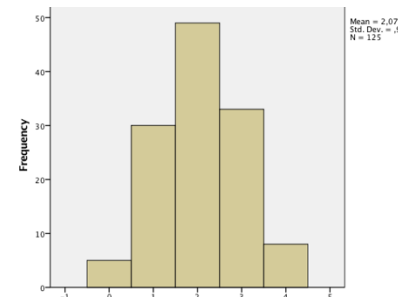
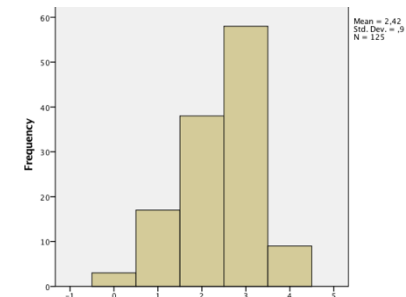


Figure 3: The feeling of acceptance



The expats do define the image of the inhabitants rather positive than negative with regards to friendliness, helpfulness, welcoming and open. Nevertheless, the standard deviation again varies from 0.9 to 1.0, meaning that the opinion of the population varies significantly. Some people have a more negative and some a more positive perception of the image of the inhabitants. However, to conclude, the more positive the expats do think of the hospitable behaviour of the inhabitants of Amsterdam, the more they feel accepted and welcomed, leading to feeling to easily create a sense of belonging to the city of Amsterdam.



Table 1: the relation of perceived hospitable behaviour with the feeling of being home

HOSPITABLE BEHAVIOUR	Being welcome	Being accepted	Sense of belonging
FRIENDLY	R=0.538	R=0.454	R=0.405
HELPFUL	R=0.468	R=0.510	R=0.391
WELCOMING	R=0.618	R=0.509	R=0.377
OPEN	R=0.518	R=0.403	R=0.307

As table 1 shows, after performing a Pearson Correlation test, we can conclude that in overall there is a significant ( $\alpha=0.05$ ) moderate to strong relationship between the feeling of being welcome, accepted and the sense of belonging of the expats, regarding the way they experience the hospitable behaviour of the Dutch inhabitants. The relations between the variables differ from a more moderate correlation to a strong correlation. To conclude, the more positive the expats do think of the hospitable behaviour of the inhabitants of Amsterdam, the more they feel accepted and welcomed, leading to feeling to easily create a sense of belonging to the city of Amsterdam.

Regarding the well-being of the expats, the average score is neutral. However, for all of the aspects, the variation is above 1.1, which again reflects that the expats do differ in their opinion. With respect to loneliness and the feeling of being treated unfairly the mean score is more towards the positive side, meaning that they are not experiencing those factors as very negative.

On average, the expats score the other types of support with regard to the integration as positive. The language is not experienced as a barrier with a positive score, with a relatively low variation of 0.86. However, the level of satisfaction regarding registration can be argued due to the variation within the group ( $SD=1.14$ ).

Table 2: factors of culture shock

Factors	Being welcome	Being accepted	Sense of belonging
Invited to events	R=0.242	R=0.264	R=0.363
People talk English	-	-	-
People talk English when I attend	-	-	-
People label me as tourist	R=0.200	R=0.269	-
The tourist label is no problem	-	-	-
Loneliness	-	-	R=0.260
Homesickness	-	-	-
Unfairly treated when entering a club	-	R=0.248	-
Multilingual signage and services	R=0.193	R=0.250	R=0.209
Settlement services	R=0.383	R=0.416	R=0.374
Feeling part of a community	-	-	R=0.476

By performing Pearson correlation tests ( $\alpha=0.05$ ), the influence of several factors was measured, regarding the hospitality and the feeling belonging. We can conclude that not all of the factors do impact the feeling of being home, accepted and their sense of belonging. However, the factors which could indicate a culture shock show a weak to moderate correlation, except for the language barrier.

To test if the expats do experience a culture shock the following hypothesis has been tested; is there an impact of the number of years they already live in Amsterdam with regards to the indication of experiencing a culture shock? After performing an ANOVA difference test, no significant ( $\alpha=0.05$ ) differences have been found as  $P>0.05$ .

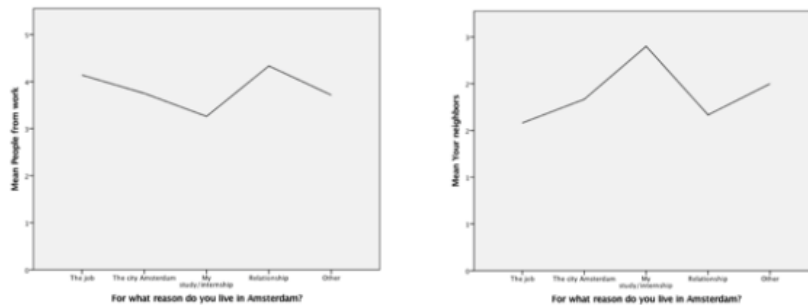
### Willingness to connect

Expats are most often in contact with people from their own culture or fellow expats. Compared to the other categories, the expats consider the Dutch inhabitants as people they are less in contact with. Lastly, the expats are open for contact and disagree with the fact to not seek for getting in contact with others.

The expats mostly meet other people at work. For the other places (online, neighbours, leisure activities), the average score is lower, namely rarely, meaning that they do not often meet others at those places. However, the variety between the expats is large. The church is not considered as a common place to meet.

After performing Pearson's correlation test, we can conclude that there is a significant ( $\alpha=0.05$ ) moderate relationship between the expats who experience the sense of belonging as easy and the expats who are part of one or more communities. Meaning, that the feeling of being part of a community does positively influence the feeling of belonging to the city Amsterdam.

figure 4: In contact with – contact at work vs contact with neighbours



Please refer to figure 4. After performing the independent t-test, there is no significant ( $\alpha=0.05$ ) difference found between the expats having earlier experience abroad and expats living abroad for the first time, with regards to the people they want to connect with. The same accounts for the difference between male and female. Furthermore, no significant difference was found between the type of people, such as other expats, only people from their own culture or Dutch inhabitant, the expats would like to connect with and having prior experience.

Furthermore, by performing ANOVA differences tests, no significant ( $\alpha=0.05$ ) differences were found between the various reasons for moving to the city of Amsterdam, with regards to the type of contacts the expats are seeking. Furthermore, regarding the places the expats meet their contacts there was only a difference found between the expats who moved to Amsterdam because of the job and the expats moving due to their study or internship, with regards to the people they meet at work or their neighbours. Meaning, that the students do meet less people at work compared to the expats moving due to their job. Next to that the, the expats moving for the reason of their study are more likely to meet with their neighbours compared to the expats who came for the job.

Moreover, significant ( $\alpha=0.05$ ) differences, assuming variance to be unequal, were found between the reasons for moving to Amsterdam. We can conclude, that the expats moving to Amsterdam especially for the city Amsterdam are more likely to seek for contact with the Dutch inhabitants ( $M=3.75$ ), in comparison to the people coming to Amsterdam for the job ( $M=3.36$ ). Furthermore, for these two groups the level of loneliness does differ, meaning that the expats moving to Amsterdam for the reason of

their job do experience more loneliness ( $M=2.48$ ) than the expats moving for the city of Amsterdam ( $M=3.08$ ).

Lastly, we have looked at the differences between accommodation types. By performing ANOVA difference tests, we can conclude that there are significant ( $\alpha=0.05$ ) differences between the different types of accommodation with regards to place they regular meet people. First of all, expats who live in a student or long-stay hotel, are less likely to meet people at work than the expats living in their own or shared apartment. Moreover, the expats living in a student or long-stay hotel are more in contact with their neighbours ( $M=3.64$ ) compared to the expats living in their own ( $M=1.93$ ) or shared apartment ( $M=1.18$ ), and other types of accommodation ( $M=1.75$ ).

### Support

On average the expats do experience a form of support regarding the integration. Most support is offered at their work, followed by the support they receive by their neighbours, which they rate as neutral. The awareness of the entities providing support is not generally common. However, all of the averages do have a SD of 1.14 or higher which means that there is a large variation between the expats.

First of all, a difference was found in experienced support between different groups of nationality. The multiple comparison test of Bonferroni shows a significant difference between the East European and the North American expats, with regards to their experience of the support offered by the neighbours as  $P<0.05$ , with the East Europeans having a lower score.

At second, we looked at the influence of prior experience abroad. After performing an independent t-test, no significant ( $\alpha=0.05$ ) difference was found between the expats having prior experience with living abroad and the expats who are living abroad for the first time, with regards to the support they experience by their work, the awareness of supporting entities and the amount of support provided. However, there was a significant ( $\alpha=0.05$ ) difference found between the groups with regards to the support they experience by their neighbours, as the expats with prior experience are more positive. Please refer to table 3 for all the differences in means.

Table 3: the influence of prior experience on the experience of support

	Prior experience	N	Mean	SD
<i>Support from work</i>	Yes	48	2.31	1.151
	No	77	2.40	1.228
<i>Support from neighbours</i>	Yes	48	2.38	1.265
	No	77	1.84	1.159
<i>Awareness entities</i>	Yes	48	2.00	1.203
	No	77	1.73	1.096
<i>Amount of support</i>	Yes	48	2.38	1.393
	No	77	2.47	1.107

Also, the type of accommodation was considered. ANOVA tests showed that there is a significant ( $\alpha=0.05$ ) difference between the support expats experience by their neighbours as well as the awareness of entities who support integration, and the different types of housing the expats live. We can also conclude that there is no difference between both the rate of support expats get offered at work and the amount of support and the different types of housing the expats live in. To define between which types of housing the differences are identified, a Bonferroni test was performed. This tells us that a significant ( $\alpha=0.05$ ) difference is found between the expats living in a student(hotel)/long-stay hotel and the expats living in a shared or own apartment ( $P<0.05$ ), with regards to the support they get offered from their neighbours and the awareness of entities supporting the integration. All in all, this means that the expats living in a student(hotel)/long-stay hotel do experience more support from their neighbours and are more aware of supporting entities, than people who are living in their own or shared apartment.

Other ANOVA tests were conducted, to define whether the reason of moving to Amsterdam do affect the experience of support. The multiple comparison test of Bonferroni tells us that there is a difference in mean between expats moving to Amsterdam because of their job and expats who moved here due to their study or internship. We can conclude that for the expats coming here because of their study or internship the mean is higher, and therefore are more positive about the support offered by their neighbours than the people moving to Amsterdam due to their job. As mentioned above, expats living in a (student)hotel/long-stay hotel are more satisfied about the neighbours, which is in line with the reason of moving to Amsterdam.

To continue with the impact of support, we have looked at the factors indicating a culture shock in relation to the experienced support. Pearson correlations tests showed that there were significant ( $\alpha=0.05$ ) weak to moderate relations found. Please refer to table 4.

Table 4: the relation indicators of a culture shock and the experience of support

Factors	Support at work	Support from neighbours	Aware of entities	Amount of support
<i>People talk English</i>	-	-	-	R=0.182
<i>Loneliness</i>	-	-	R=0.221	R=0.226
<i>Homesickness</i>	-	-	-	-
<i>Multilingual signage and services</i>	R=0.290	R=0.244	R=0.312	R=0.311
<i>Settlement services</i>	-	R=0.272	R=0.368	R=0.319

Lastly, the behaviour of the hosts was looked at by performing Pearson correlations tests. Please see table 5 for the result, showing a positive moderate relation.

Table 5: the relation between the behaviour of the host and the experienced support

Factors	Support at work	Support from neighbours	Aware of entities	Amount of support
<i>Feeling of being welcome</i>	-	R=0.395	R=0.335	R=0.262
<i>Feeling of being accepted</i>	-	R=0.347	R=0.243	R=0.294
<i>Feeling part of one a community</i>	R=0.183	R=0.237	R=0.290	R=0.315
<i>Feeling sense of belonging</i>	-	R=0.280	R=0.308	R=0.277

### Cultural diversity

The concept of culturalism is also considered, whether the expats consider the concept as positive or negative. As table 6 shows, after performing Pearson correlation tests, significant ( $\alpha=0.05$ ) weak to moderate relationships were found between the experience of cultural diversity with regards to the positive factors influencing the hospitality.



## Conclusion

After reviewing multiple articles, theories and models a survey was created and analysed, which gave insight in the experience of the young expats in Amsterdam. All information in the previous chapters are contributing to the same goal. All in all, please read through to get the answer to the question stated below:

### How do the young expats experience the hospitality of the city of Amsterdam?

Before analysing the factors that may have an impact on the experience of hospitality by the expats in Amsterdam, we provide a brief overview of the experiences of the expats. As Wiegerink states, an important question with respect to city hospitality is: *“how welcoming are the inhabitants towards the strangers”* (Wiegerink, 2012).

The enquiry under the expats contains various questions that aim to get more insight in the experience of the city of Amsterdam. Our research shows that on average, the expats score neutral with respect to the feeling of being welcomed with open arms (M=2.07 on a range from 0-4). Yet, they are a bit more positive when we regard the feeling of being accepted (M= 2.42). If we ask more specifically about certain behaviours of the inhabitants, the results appear a little more positive: primary research states that the expats experience the Dutch inhabitants (the hosts), as friendly, helpful, welcoming and open. All those behaviours are indicated as hospitable.

These results show at least, that there is still room for improvement with regards to city hospitality. Moreover, we see a lot of variation between the expats. Some of them do feel very welcome, while others do not. These conclusions align to secondary research by Pattaroni and Aldi, who showed that the expats should not be looked at as a homogeneous group, but as individuals with their own characteristics and expectations (Pattaroni and Adly, 2013a). Moreover, this indicates a hospitality approach that might require customization for specific groups within the population of expats.

**Sub-conclusion 1 – The personal context of the expats does partly influence the experience of young expats. However, there are differences between the groups of expats due to their social context. Their housing conditions for instance, do influence their perceived experience of hospitality and feeling at home.**

The expats are the fastest growing group within the city of Amsterdam. Primary research shows that most of the expats do not yet live in Amsterdam for a long time, which indicates that this group is, indeed, growing fast. For this research we looked at the expats considered young, ranging between 18 and 35 years old. Primary research has shown that the division between male and female in the population does not show a significant difference. From the respondents more male moved to Amsterdam for the reason of starting a job in Amsterdam, which could agree with the man being seen as money maker. Furthermore, primary research has shown that the industry the expats work in is spread, which indicates that our sample provides sufficient variation over the different sectors. Most of the expats are originally from countries in Western Europe, followed by the Eastern European. This could be underpinned by the ease of living in other countries within Europe. Next to the Europeans, Amsterdam is popular by the North Americans.

Expats are defined as people who temporarily stay in another city. According to secondary data by Bochove, people who want to stay longer do feel more welcome and accepted (van Bochove et al., 2011). Our research shows that most of the expats plan to stay in Amsterdam between 1 and 3 years. When we compare this group with people from our survey that considers staying longer than 6 years, no significant difference was found between those two groups with respect to their level of satisfaction regarding factors reflecting their feeling of being home. This regards their opinion about the behaviour of the Dutch inhabitants and the sense of belonging, being accepted and warmly welcomed. So, on this topic, our results do not confirm with the results from Bochove.

Most commonly, the expats live in their own or shared apartment, and the most popular areas to live are the neighbourhoods South and West. Most of the respondents living in their own apartment do live in Amsterdam longer than a year (76,4%) and only 23,6% less than a year. Oppositely however, from the respondents living in a (student)hotel-long stay hotel 86,4% does live in Amsterdam for less than a year and 13,6% longer than 1 year. This indicates, that many newcomers start living in a student hotel. This could be explained by the rocketing housing market, which is also indicated by our research, since the housing is considered as the most negative experience by the

respondents. Another interpretation of this, is that the expats look for their own place after the first stage of a year. To conclude, the housing issue faced in Amsterdam is experienced as difficult by the expats.

Looking at the reason for moving to Amsterdam, most of the expats did move to Amsterdam for their job or study. Only a small part of the expats really chooses for the city of Amsterdam as their main motivation. No difference was found between the expats moving to Amsterdam due to their job and the expats who moved for the city of Amsterdam, with regards to the kind of people they want to connect with and the people they regularly meet. But interestingly, there is a difference between both those groups with regards to the feeling of loneliness, where the expats living in Amsterdam because of their job do feel lonelier than the expats moving here especially for the city of Amsterdam. This could indicate that the expats attracted by the city of Amsterdam do want to get more out of their experience abroad. While for expats whose reason was to move to Amsterdam due to the job, which might not completely be their own choice, might have less incentives to integrate. This is also what Mercer describes in their researches: the selection should not only be based upon the right job profile, such as the tasks and responsibilities, but the selection process should also include other factors influencing the ease to adapt (Mercer, 2018). With this knowledge, companies should focus more on the motivation for living in the city of Amsterdam when selecting the expats.

Furthermore, primary research confirms Gatti's statement, as it shows that the majority of expats does have previous experience with living abroad. According to Naeem, previous experience could be an advantage for the ease of the integration (Naeem et al., 2015). This observation is only partly reflected by our research. Expats without previous experience are more negative towards the perceived support received from their neighbours. This could be explained by the fact that for the first time of living abroad, the expectations might be higher than when having prior experience. Opposite to Naeem however, there are also a lot of factors where this previous experience does not have an impact on the results. This regard: the type of people they want to connect with and the ease to adapt (there is no difference with regards to the *sense of belonging* and the *feeling of being part of a community*).

Finally, we did not find any indications with regards to the experience of a culture shock in the first stage of their experience abroad, as no differences were found between the differences in time of living in Amsterdam with regards to factors that reflect the easiness to connect and integrate, such as the *resources for registration*, *feeling of loneliness*, *the language barrier* and *multilingual signage*.

**Sub conclusion 2 – An important factor of the social context is the behaviour of the host, which is perceived as positive. There is room for improvement with regards to support, which is considered an important factor of the hospitality. In general expats do not experience a culture shock and are willing to connect with the Dutch inhabitants.**

Primary research confirms with the statements from Pijls-Hoekstra about the importance of the host with regards to the concept of hospitality, as strong positive relations were found between both the feeling of being welcomed and accepted on the one hand, and the *behaviour of the residents* such as friendliness, helpful, welcoming and openness on the other hand. Furthermore, to indicate if the expats do experience a form of a culture shock, we tested the variables *sense of belonging* and *feeling part of a community*. Interesting is that the factors as loneliness, being invited to others, multilingually signage and services, and resources for easy settlement indeed show positive relations with these variables. On the other hand, *the language barrier*, *homesickness* and *to be treated unfair as a tourist* are not considered to relate to 'the sense of belonging' and 'part of community'. Some additional information is obtained from the open questions, asking the respondents about their most negative and positive experiences. It appears that the language barrier is not considered a big problem, since most of the Dutch inhabitants do master the English language.

At second, the experience of support was taken into consideration. Banerjee and Gour do consider the level of support as the important factor to avoid failure of the integration of expats (Banerjee et al., 2012). Overall, the respondents score the amount of support as slightly positive, and most support is experienced at work. Nevertheless, looking at the score, there is still a lot of room for improvement. Primary research agrees with the findings of Sneeep and Smet, of neighbours being an important factor. It shows a positive relation with the *sense of belonging* and the *feeling of being part of a community*.

The country of origin of the expats does not influence their experience of support, except for the expats from Eastern Europe. The Eastern European respondents are most negative regarding the support they experience, especially with regards to the support offered by the neighbours, in contrast to the North Americans who are most satisfied.

When we look at the expats living in Amsterdam less than one year, and expats living Amsterdam longer than a year a difference is found in the support experienced.

Expats living in Amsterdam for less than a year do experience more support from their neighbours compared to the expats living in Amsterdam longer than one year. This might indicate that Amsterdam is successful in developing policies to support expats: the expats living in Amsterdam shorter, do experience more support in general. Another explanation is the fact that the majority of respondents that is living in Amsterdam for less than a year, is living in a (student)hotel, and support provided from the neighbours is most positive experienced in this group. Example are the Student Hotel, Hotel Jansen and Casa Hotel who actively support the integration of expats. With such knowledge (best practices), the city of Amsterdam can improve their policies, for instance by specifically supporting the expats living in their own or shared apartment or house.

As reviewed in secondary research, Grundy believes that the culture shock could also be avoided by training and support (Grundy, 2008). The findings from our research confirm this relation. If the amount of support is experienced as positive, we see that the opinion of the expats about factors as loneliness, the language barrier, the resource for an easy settlement and the multilingual services are also more positive. Next to the amount of support does the awareness of supporting entities play a positive role. The factors indicating the hospitality of Amsterdam show that the support does have positive influences on the feeling of being welcome, accepted, part of a community and the sense of belonging.

Another variable being analysed is the willingness to connect. Secondary data states that due to the fact that most expats do temporarily stay in another city, they are less motivated to get in contact with the local people (Gatti, 2009; Naeem et al., 2015). However, in comparison to research done in Brussels, our research shows this is clearly not the case for Amsterdam: most expats highly appreciate the contact with others. The results of the primary data show that the respondents score the contact with Dutch inhabitants lowest. However, the expats show that they are interested and open for more contact with the Dutch inhabitant. Moreover, the majority does want or considers to be involved in the integration of expats, preferably in the form of a party or sports.

**Sub-conclusion 3: The expats define the concept of multiculturalism as a melting pot which is considered as positive. Furthermore, the expats are rather positive than negative with regards to the hospitality of the city Amsterdam**

First of all, Kymlicka states that multiculturalism could be either end up as a melting pot or as cultural pluralism (Berry, 2011). Primary research has shown that the expats do

consider Amsterdam as culturally diverse. As the concept of multiculturalism is related to the factors indicating the hospitality and integration in a positive way, this could indicate that the expats are experiencing the multiculturalism in Amsterdam as positive. This is further supported by the fact, that the word multiculturalism was one of the most common words mentioned by the respondents, regarding their most positive experience with the city of Amsterdam. All in all, this indicates that multiculturalism in Amsterdam is more considered as the variant of the melting pot, and not of cultural pluralism.

At second, what are the factors contributing to the hospitality of Amsterdam and to what extend are the expats satisfied regarding this hospitality. When looking at the indicators of the sense of belonging and part of community, positive relations were found regarding their perceived image of the Dutch inhabitants and the factors contributing to the integration. Furthermore, the willingness to engage for contact also is a positive influence on the sense of belonging of the expats. Lastly, the willingness to be involved shows a positive relation with the sense of belonging of the expats. The more the expats experience Amsterdam as hospitable, the more they feel part of the city Amsterdam, contributing to the aim that the expats feel inhabitant instead of visitor. Therefore, we can conclude that the expats are rather positive than negative with regards to the hospitality of the city Amsterdam.

**Sub-conclusion 4: The city Amsterdam should think of improving the housing situation for the expats. In addition, a better awareness of supporting entities could help expats in the first phase of their integration. On the other hand, the expats are very positive with regards to the people and enjoy the culturally diversity in the city Amsterdam**

Secondary research has shown that the facilities and services do contribute to the hospitality, and therefore the housing issue can be seen as a threat to the experienced hospitality of the city. The most common mentioned negative experience is the housing issue, either with respect to the high prices and the difficulties with finding a house. Furthermore, the expats do have issues with aspects regarding their registration, as the health care, banking or getting a BSN number. Adding to the registration issues is the language barrier, as the expats easily do not understand the forms. The respondents feel annoyed about the fact that the Dutch people expect them to learn the Dutch language, which they are not interested in as they stay in the Netherlands for a short period of time. Lastly, the label of being seen as an expat or tourist does create negative experiences for

the expats where the expats do not feel taken seriously and treated as a short-time visitor.

Lastly, we have looked at the positive experiences with living in the city of Amsterdam. The respondents do often include the friendliness and welcoming behaviour of the residents in their answers about positive experiences. Furthermore, the feeling of being safe is also touched upon indicating hospitality. Multiculturalism as mentioned in previous research questions, is experienced very positive, the respondents' value to meet many different cultures. Interesting is that the language is considered positive as well as negative. As said, most of the Dutch do speak English very well, making it easy for the expats to communicate with the inhabitants.

## Discussion

As drawn in the conclusion, some of the findings could be interesting and contribute to the city hospitality of Amsterdam.

### Recommendations

Firstly, the research shows that the expats who specifically have chosen to move to Amsterdam for the city itself, are more willing to integrate in comparison to the expats who have been sent or moved to Amsterdam due to their job. Therefore, companies should take into account the motivation of the expats to move to a certain city, which especially includes their motivation to adapt. It would be valuable to do further research towards the way companies should select the right expats.

Secondly, the results show that support in general plays a major role during the integration of expats. The expats living in long-stay hotels or students hotels do experience more support and are more willing to connect with others. All in all, they are more positive regarding the hospitality of the city of Amsterdam. Therefore, the city of Amsterdam should consider more initiatives like the Casa Hotel and Hotel Jansen. Furthermore, it would be interesting to define the success factors of those concepts. Moreover, as the results showed the expats are willing to connect with others and they enjoy all the different cultures. It would be recommended to organise more activities, where both Dutch inhabitants as well as expats are participating in.

Moreover, as the problem stated, the expats are often seen as the troublemakers with regards to the rocketing housing market. However, this issue is also experienced by the expats, they even consider it as the worst experience in their time of

living in Amsterdam. In the first place the label of troublemaker is not considered and experienced as hospitable, therefore the advice is to clarify to the public that expats do experience the same problems as other residents with respect to the housing market. The second advice is to assist them more in finding an affordable place to stay.

Lastly, the research indicated that the expats are not fully aware of the entities supporting the integration of expats. It would be valuable to create more awareness of these entities, since support is of great advantage with regards to the city hospitality of the city of Amsterdam.

### Future research

This research is contributing to the city hospitality of Amsterdam and is conducted for the House of Hospitality. As the conducted research has indicated interesting findings, the MRQ could be considered as broad, meaning that several components of the research could be researched independently. In order to increase the level of hospitality of the city Amsterdam, with regards to the experience of the expats the following topics for further research are suggested:

- As the research does not touch up on the level of education further research would be interesting to see if these different groups show differences in their attachment towards the integration of the new city Amsterdam.
- To conduct further research to the best practices of meaningful encounters between inhabitants of Amsterdam and the expats.
- To conduct further research to the success and failure factors of concepts as Hotel Jansen, Casa hotel and Student hotel.
- To conduct further research to types of support during the integration of expats.
- To conduct further research to successful selection procedures of companies, to get insight how to select the right people for the right job AND city.
- To conduct further research on the concept of melting pot with regards to the city Amsterdam



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