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The possibilities and limits of urban-rural collaboration in tourism and leisure

*Understanding the limited existence of urban-rural
collaboration in Waterland*



Melissa Zegers
Wageningen University
13th of March 2017

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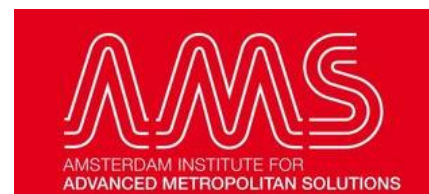
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Foreword and acknowledgement

During the past year I have learned a lot in several respects. First of all, I have learned a lot at the academic level, further developing my knowledge and skills. I have learned to set up and execute a research starting from scratch, to search for and use scientific literature as a base for research, to independently find participants and execute a field research, and to develop a writing style that is to the point and fits within academic work. Although this was not always easy for me and further developments still can be made, I also see that I made a lot of progress to be proud of.

Next to this, I have especially learned a lot at a personal level. When starting with the thesis, something made me block. Stubborn and persistent as I am, not wanting to give up on the chosen topic or to delay my study, I kept trying until I finally realized that it would not work out this way. Although not easy, I decided to take a break. While looking back, this was the best choice I could have made. During this break I could carefully think about what I really wanted and what is important to me in life. After some rest and especially with a new topic that better fitted my interests, I started again. Although it still remained difficult, especially at the beginning, this time I did not block. From the moment that my thesis proposal was approved, things started to run more smoothly. Now, approximately nine months later, I am proud to have my finished thesis report lying at my desk.

Without the support of several people, I would not have been able to get this far. Many people have supported me throughout this year, especially at the moments I needed it the most. First of all I would like to thank my friends, for being there when I needed some reassuring words or distraction. I would also like to thank my grandparents, for which I am very grateful to still have all of them with me, whom I could visit at every moment of the day when I needed some distraction. But above all I would like to thank my parents, brother, boyfriend and his family. They were always there for me, gave me advice and supported me regardless which decisions I would make. Their unconditional trust in me and my abilities made me believe in myself again and gave me the strength to finish my thesis.

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Summary

The pressure on the city center of Amsterdam is increasing. Among others, solutions are sought to spread visitors into other neighborhoods and the region. At the same time, the agricultural sector and the quality of the landscape in the rural areas surrounding Amsterdam are under pressure. Here, (agri-)tourism is seen as a possible solution. This study presupposes that these situations can be complementary to each other. The farmers and the landscape in the rural areas could benefit from tourism and leisure out of the city center of Amsterdam, while the city center of Amsterdam could spread its visitors into the rural areas surrounding Amsterdam. Collaboration between organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam is seen as a possible solution. This can provide visitors a connecting link towards the rural areas. However, such urban-rural collaborations currently exist only limited. As such, the objective of this research was to get a deeper understanding of why such urban-rural collaborations exist only limited. A first short exploration of the field revealed that 'rhythm' plays an important role in this. Using Waterland as a case study area, it was studied which and how different factors make that tourism and leisure related organizations in Waterland do collaborate or are restrained from collaborating with tourism and leisure related organizations in the city center of Amsterdam, and how rhythm plays a role in this.

The results of this study were derived from 21 interviews with farmers in Waterland and overarching organizations in Waterland and Amsterdam city. From the twenty factors that can possibly play a key role in collaboration as found in the theory, nine were also mentioned by the participants: mutual respect, understanding, and trust; appropriate cross-section of members; members see collaboration as in their self-interest; ability to compromise; shared vision; open and frequent communication; established informal and formal communication links; sufficient funds, staff, materials and time; and skilled convener. In addition to the theory, two other factors were mentioned by the participants: language use in communication and schedules. From these eleven factors, four factors are considered as the most important factors playing a key role in collaboration in this study: appropriate cross-section of members; sufficient funds, staff, materials and time; skilled convener; and schedules. Almost all of these factors are related to rhythmic tensions. Some of them are directly related to it, many others underlie rhythm and tensions in rhythm. To make urban-rural collaboration possible, these rhythms need to be better aligned. For this, a skilled convener is needed who can organize supply and demand. Following this, rhythm plays a crucial role in the limited existence of urban-rural collaboration between tourism and leisure related organizations in the city center of Amsterdam and Waterland. Here, rhythm influences and is influenced by many of the other factors.

Finally, this study concludes with several recommendations for future research. Additionally, recommendations are given for the development of urban-rural collaboration. This is focused on the development of a kind of tour operator, focused on small-scale, sustainable and nature oriented tourism, operating in Amsterdam city. This organization can function as a skilled convener, aligning the discordant rhythms and organizing the supply and demand. Furthermore, recommendations for the development of the tourism and leisure sector in Waterland are given. This includes recommendations for municipalities, overarching organizations and entrepreneurs.

1. Introduction

“Life is not a solo act. It’s a huge collaboration, and we all need to assemble around us the people who care about us and support us in times of strife.”

– Tim Gunn (n.d.)

From as early as our birth till the end of our lives, life is full of collaboration. In the daily family life, when spending time with friends, during sports, at school and at work; collaboration is all around us. Some collaborations occur more or less naturally and so, we are not really aware of it anymore; for example during the daily family life. Other collaborations are more organized and so, we are more conscious about it; for example during team work at school or at work. As all of us will have experienced, collaboration sometimes goes easy and smoothly, while in other cases it goes difficult and stiff. Many different factors can underlie this progress of collaboration. Collaboration can be very difficult and challenging but similarly, it can also bring many advantages. Also within regional tourism and leisure development collaboration can play a key role, which is central to this study. This chapter further details what this study is about.

“Alone we can do so little;
together we can do so much.”

– Helen Keller (n.d.)

1.1 Collaboration

Within this research, collaboration is the central phenomenon that comes under study. Collaboration theory will be used to gain a better understanding of urban-rural collaborations. In this study, urban-rural collaboration is understood as the collaboration between tourism and leisure related organizations in the city center of Amsterdam (the urban area) and the areas surrounding Amsterdam (the rural areas). These areas are located within the Amsterdam Metropolitan Area (see appendix I, The Amsterdam Metropolitan Area). The surrounding areas often exist partially or largely of more rural landscapes, such as forests, nature reserves and agrarian land use. In this study, the focus is especially on agrarian land use and farmers. The terms ‘urban’ and ‘rural’ in this study are mainly used to make the distinction between Amsterdam city and its surrounding areas. In practice, the dichotomy between urban and rural is often not that sharp. Urban and rural functions and landscapes are often interlinked and interwoven.

Collaboration is an often studied concept. When searching for collaboration theory on search engines such as Scopus or Google Scholar, millions of studies and literature results are found. Collaboration theory has been studied in many different contexts: collaboration within organizations¹,

¹ E.g.: Block and Khvatova (2014); Campbell (2016); Diamond and Rush (2012); Mena, Humphries and Wilding (2009); Srivastava and Banaji (2011).

collaboration between organizations², online/virtual collaboration³, challenges and best practices in collaboration⁴, collaboration in academia⁵, collaboration for community/destination development⁶, collaboration in health care and nursing⁷, and many more. As this study focuses on collaboration between organizations, the inter-organizational collaboration literature will be used.

According to several scholars, inter-organizational collaboration has increasingly gained attention in tourism destination planning and management and its related literature. According to them, collaboration becomes increasingly important to achieve goals, has become a popular tourism management strategy and becomes a well-established phenomenon for problem solving (Jamal & Getz, 1995, pp. 186–187; Logsdon, 1991, p. 23; Mattessich & Monsey, 1992, p. 10; Selin & Beason, 1991, p. 639; Selin & Chavez, 1995, p. 844). Jamal and Getz (1995) even argue that collaboration “is especially crucial in those destination communities that are experiencing strong growth and change due to tourism” (p. 195). Amsterdam city is also facing such strong growth and change due to tourism. At the same time, farmers in the areas surrounding Amsterdam city are looking for alternative income strategies and ways of development, among which tourism and leisure. These issues will be further elaborated upon in the next paragraph and chapter 2, Amsterdam Metropolitan Area: Urban and rural developments. In this study it is presupposed that both areas can benefit from each other. Collaboration between organizations in both areas is seen as an important aspect in order to provide tourists in the city center of Amsterdam a connecting link towards the rural areas surrounding Amsterdam. This will be further explained in paragraph 1.3, Problem statement.

Within the inter-organizational collaboration literature, many studies were conducted into the challenges and best practices of collaboration. In these studies, factors that are critical to the success or failure of collaboration were identified. From this literature it appears that many factors can play a key role in the success or failure of collaboration. Several of these factors have also been studied into detail. A first short exploration of the field revealed that time and rhythm seems to be an important

² E.g.: Babiak (2008); Casey (2008); Devine, Boyd and Boyle (2010); Gazley (2016); Leung (2013); Majchrzak, Jarvenpaa and Bagherzadeh (2015); Olson, Balmer and Mejicano (2011); Schmidt and Kochan (1977); Selin and Beason (1991); Wäsche (2015).

³ E.g.: Dávideková and Hvorecký (2016); Godin et al. (2017); Olaisen and Revang (2017); Orta-Castañon, Urbina-Coronado, Ahuett-Garza, Hernández-de-Menéndez and Morales-Menendez (2017); Oyekan et al. (2017).

⁴ E.g.: Bramwell and Lane (2000); Casey (2008); Huxham and Vangen (2005); Lu, Lin and Ha (2014); Mattessich and Monsey (1992); Mattessich, Monsey and Murray-Close (2001); Olson et al. (2011); Thomson and Perry (2006).

⁵ E.g.: Albats, Fiegenbaum and Cunningham (2017); Jackson, Ribes and Buyuktur (2010); Jackson, Ribes, Buyuktur and Bowker (2011); King et al. (2017); Manzetti and LoGrippo (2017); Steinhart and Jackson (2014).

⁶ E.g.: Bramwell and Sharman (1999); De Araujo and Bramwell (2002); Jamal and Getz (1995); Parker (1999); Perrault, McClelland, Austin and Sieppert (2011); Sautter and Leisen (1999); Selin and Chavez (1995); Wang (2008); Wang and Xiang (2007).

⁷ E.g.: Casey (2008); Jeffs et al. (2016); Juan, Lai, Liu and Chen (2016); King et al. (2017); Olson et al. (2011).

factor in the context of this study, causing the limited existence of urban-rural collaboration. Jackson et al. (2010; 2011) and Steinhardt and Jackson (2014) argue that time, rhythm and the alignment of rhythm are crucial elements in collaboration. However, as they also argue, time and rhythm in collaboration has not been studied into detail so far. Time and/or rhythm as a lens to study collaboration has barely been used in collaboration studies and literature to date. As such, there appears to be a gap in the literature as this factor seems to be understudied. Therefore, special attention will be paid to the concept of rhythm in collaboration, as a focus in this study.

Within this study, rhythm will be understood as the result of accommodating and aligning different modalities of time (Jackson et al., 2010, p. 3; 2011, p. 3). Rhythms are temporal patterns and regularities, coming forth from and in turn helping “to frame and support ongoing forms of action in the world” (Steinhardt & Jackson, 2014, p. 1). So for example, someone can have a certain daily rhythm: getting up at 8 am, be at the university at 9 am, have a meeting at 10 am, leave at 6 pm. Similarly, someone else can have a different daily rhythm: getting up at 10 am, be at the university at 11 am, leave at 5 pm and work at home from 7 till 9 pm. In this example, the differing daily rhythms can cause tensions. The second person will for example not be at the meeting at 10 am, and during the morning and evening both persons will not be able to collaborate.

1.2 Developments in the Amsterdam Metropolitan Area

Within the Amsterdam Metropolitan Area (see appendix I, The Amsterdam Metropolitan Area) a diverse variety of different landscapes can be found. There is the urban environment of Amsterdam city, but also the different small – rural – villages. Land is used for agriculture, but also for nature- and leisure related functions such as nature reserves, forests, beaches and lakes. This wide diversity of landscapes can all be found at a relatively small surface, in close proximity of Amsterdam city. As the Metropoolregio Amsterdam⁸ argues there is a positive interaction between these areas: the city creates welfare while the rural areas create wealth (Metropoolregio Amsterdam, 2013, p. 19).

In these areas two, almost contradictory developments, take place. Amsterdam city is increasingly growing, with regard to its number of residents, the number of people working there and the number of visitors (Amsterdam Marketing, 2016, p. 4; Gemeente Amsterdam, n.d.; 2015, p. 16; 2016^b, p. 26; LevendLand, 2016). Although this increase brings several advantages, it also brings disadvantages according to the municipality of Amsterdam. They argue that the pressure on the city is growing, and in particular on the city center of Amsterdam. According to them, this leads among others to annoyance, frustration and nuisance at some places, times and periods of the year for a part of the residents, visitors and entrepreneurs (Gemeente Amsterdam, n.d.; 2015, pp. V, 6, 47).

⁸ Metropoolregio Amsterdam (MRA) is the informal partnership organization of the 32 municipalities as mentioned in appendix I, The Amsterdam Metropolitan Area, the provinces Noord-Holland and Flevoland, and the city region Amsterdam (Metropoolregio Amsterdam, n.d.^c).

This is also recognized in many newspaper articles⁹. The municipality of Amsterdam is trying to find solutions to decrease the pressure. According to them, one of the directions for solutions is spreading the visitors into other neighborhoods and out of the city into the region (Gemeente Amsterdam, n.d.; 2015, pp. VI, 4).

At the same time, the agricultural sector in the rural areas is under pressure. Farmers across the country and so, also around Amsterdam, experience an increasing pressure on their income. Costs at the farm have increased considerably, while there has been a stagnation or even decrease of revenues. This urged farmers to find alternative income strategies and ways of development (Oostindie, 2015, pp. 34–35). According to Oostindie (2015, p. 43), broadening the activities at the farm is one of the possibilities, including among others (agri-)tourism. Additionally, according to the Metropoolregio Amsterdam, the quality of the landscape in the rural areas is under pressure. They argue that its recreational value and biodiversity is decreasing, as well as resources for investment and management of the landscape. However, they consider this landscape to be a strong contributor to the attractiveness of the Amsterdam Metropolitan Area, to the wealth of the residents of Amsterdam, and as an attractive attraction for tourists. They see (agri-)tourism and leisure as one of the possibilities for new arrangements and additional forms of income and resources to manage and develop the landscape (Metropoolregio Amsterdam, 2013, p. 3; 2014, pp. 16–17; 2016^a, pp. 6, 11, 36–37). So, while Amsterdam city is trying to decrease the number of visitors, on the opposite, some rural areas and farmers are looking for tourists as an alternative income strategy. Given its near proximity, the tourism market in Amsterdam city could potentially be interesting for them.

1.3 Problem statement

The above information shows three situations: the pressure on the city center of Amsterdam, the difficult economic perspectives of farmers, and the pressure on the quality of the landscape. Following these problem situations, this study departs from the presupposition that these observed problems can be complementary to each other to find solutions. More specifically, within this study it is presupposed that the farmers and the landscape in the rural areas could benefit from tourism and leisure out of the city center of Amsterdam. At the same time, the city center of Amsterdam could spread its visitors into the rural areas surrounding Amsterdam.

Previous studies show that international tourists are interested in visiting other landscapes and in enjoying agriculture (Breman, Luttik & Jacobs, 2008; Breman, Luttik & Vreke, 2009; Jacobs et al., 2009). Additionally, other previous studies show that collaboration between urban and rural tourism and leisure related organizations exists only limited. As such, it shows that there are hardly connecting links for tourists in the city center of Amsterdam towards the rural areas surrounding Amsterdam (Hofhuis et al., 2015; Perrone et al., 2016; van der Heide, 2015).

⁹ Among others Couzy (2016), Driessen (2016), Groen (2016), Kruyswijk (2016^a; 2016^b), Meershoek (2016), NRC Next (2016), Obbink (2016^b), Remie (2016), RTLZ (2016), van de Velde (2016), van Weezel (2016).

This study will deliver a contribution to this issue. The problem this study focuses on is this limited existence of urban-rural collaborations, as connecting links towards the rural areas surrounding Amsterdam for tourists visiting the city center of Amsterdam. Here, the purpose of this study is to get a deeper understanding of why urban-rural collaborations between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exist only limited. The rural area Waterland will be used for this as a case study area.

1.4 Scientific objective and research questions

The objective of this research is to get a deeper understanding of why urban-rural collaboration between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exist only limited. This will be done by studying which and how different factors make that tourism and leisure related organizations in Waterland do collaborate or are restrained from collaborating with tourism and leisure related organizations in the city center of Amsterdam, and how rhythm plays a role in this.

Following from this research objective, the central research question is:

‘Which and how do different factors make that tourism and leisure related organizations in Waterland do collaborate or are restrained from collaborating with tourism and leisure related organizations in the city center of Amsterdam, and how does rhythm play a role in this?’

In order to answer this central research question, the following sub-questions have been formulated:

- ‘Which and how do different factors make that tourism and leisure related organizations in Waterland do collaborate?’
- ‘Which and how do different factors restrain tourism and leisure related organizations in Waterland from collaborating with tourism and leisure related organizations in the city center of Amsterdam?’
- ‘How does the concept of rhythm play a role in restraining collaboration between tourism and leisure related organizations in Waterland and in the city center of Amsterdam?’

1.5 Relevance of the study

First of all, this study is of scientific relevance as it will contribute to the academic literature on (inter-organizational) collaboration. Within the (inter-organizational) collaboration theory, many studies have been conducted into challenges and best practices of collaboration. These studies identify aspects that are critical to the success or failure of collaboration. Subsequently, some of these aspects have been studied in further detail. This has for example been done with trust and collaboration (e.g. Li, 2005; Reina, Reina & Rushton, 2007; Tschannen-Moran, 2001); communication and collaboration (e.g. Cramton, 2001; Goodman & Abel, 1987); and shared goals and collaboration

(e.g. Li, 2005; Tjosvold & Tsao, 1989; Williamson, Archibald & McGregor, 2010). However, the aspect of time and rhythm and the importance of aligning rhythm in collaboration has so far barely been addressed in the existing collaboration literature. This is also argued by Jackson et al. (2010; 2011) and Steinhardt and Jackson (2014). By building upon and further developing the limited existing theory on collaborative rhythm and alignment, this study will contribute to the current academic literature.

Next to the scientific relevance, there is also a management-oriented relevance of this study. It will be studied how different factors influence collaboration between tourism and leisure related organizations in Waterland and in the city center of Amsterdam. In this way, the study provides insight into the possibilities and limits of urban-rural collaborations. The results of this study show if collaboration would be possible and what should be done or changed in order to realize this.

Additionally, there is also a policy relevance. The municipalities Amsterdam and Waterland are already investing in stimulating tourism and leisure development in Waterland. This study will provide insight in the possibilities for urban-rural collaboration and whether the municipality can do anything to support this, as part of their efforts to stimulate tourism and leisure in Waterland.

Finally, this study is also of social relevance. By studying how different factors influence the formation of urban-rural collaboration, this study can provide insight into the possibilities of urban-rural collaboration and how this can be achieved. In this way, it explores a possible solution that can contribute to the social questions of how to decrease the pressure on the city center of Amsterdam and how to increase the economical perspective of farmers in the rural areas surrounding Amsterdam.

1.6 Outline of the report

This report consists of eight chapters. The first chapter, Introduction, was an introduction to this study, explaining what this study is about. Within chapter two, Amsterdam Metropolitan Area: Urban and rural developments, a detailed description of the background of this study is given. This chapter elaborates upon the developments in the urban area of Amsterdam city and in the rural area Waterland. In chapter 3, Theoretical framework, the theoretical concepts central to this study are described. First, it provides theory about inter-organizational collaboration and factors that can possibly play a key role in collaboration. Then, it focuses on time and rhythm in collaboration. This chapter concludes with a conceptual framework. Then, in chapter four, Methodology, is explained how the research was executed. Following this, chapter five, Results, presents the results of the research. It first provides a presentation of the empirical data. This includes the factors that make current collaborations work and the factors that limit collaboration, as mentioned by the participants. Then, these data are analyzed. The factors as mentioned by the participants are analyzed, using the theory about key factors in collaboration. After that, the analysis focuses on the role of rhythm in collaboration. Here the theory about rhythm is used. In chapter six, Discussion, is

discussed how the findings differ from, complement, and further develop the existing literature. Additionally, the findings are compared to assumptions and expectations in practice. Then, the sub-questions and central research question of this study are answered in chapter seven, Conclusion. Finally, chapter eight, Recommendations, provides recommendations for future research, for the development of urban-rural collaboration, and for the development of the tourism and leisure sector in Waterland. This includes recommendations for municipalities, overarching organizations and entrepreneurs.

2. Amsterdam Metropolitan Area: Urban and rural developments

Within chapter 1, Introduction, the background of this study has been briefly described. In addition to this, this chapter further elaborates on the background. First, it describes the recent developments in the urban area of Amsterdam city. Here is also elaborated upon the projects and actions taken in response to these developments. Next, the developments within rural areas are described. This starts with some general information about the development of the agricultural sector. Then, more information about the case study area of this research, Waterland, is provided. Its geographical location as well as the developments within agriculture and within tourism and leisure will be explained. The information in this chapter is largely based on policy documents. During the interviews, many of the issues mentioned in these documents were also mentioned by the participants. Therefore, the policy documents have been used as a base for this chapter. This is supplemented with information from the participants, when they disagreed with the policy documents or when they provided additional information.

2.1 Urban developments in Amsterdam city

Amsterdam, the capital city of the Netherlands, is increasingly growing. Many people want to live, work and/or visit Amsterdam. Each year Amsterdam is welcoming more than ten thousand new residents (Gemeente Amsterdam, n.d.; 2015, p. 16). In 2015, the number of visitors of Amsterdam has risen to more than 17 million a year (Amsterdam Marketing, 2016, p. 4; Gemeente Amsterdam, 2015, p. 16; 2016^b, p. 26; LevendLand, 2016). It is expected that this will further rise to 23 million visitors in 2025 (Couzy & Duin, 2016; Gemeente Amsterdam, 2016^a, p. 58). Furthermore, it is expected that the number of overnight visitors will rise from 7.2 million in 2014 to more than 10 million in 2020 (Gemeente Amsterdam, 2015, p. 16). Additionally, the average length of stay increased, almost doubling the number of days stayed in Amsterdam (LevendLand, 2016).

2.1.1 Consequences of the growth

The city experiences both advantages and disadvantages from this growth. The municipality of Amsterdam recognizes three main advantages of the success of Amsterdam for the city and its residents: (1) the city becomes increasingly attractive, due to the cultural offer and varied catering and shops; (2) it creates employment, also for the ones without schooling, offering chances for the less educated who are affected the most by unemployment; and (3) the pressure on the city center stimulates geographical, economical and social development in other parts of the city and region – it becomes profitable to invest in facilities outside and increasingly further away from the center as alternative for the busy city center (Gemeente Amsterdam, 2015, p. 33). According to the municipality of Amsterdam the increasing growth makes the city vibrant, it brings wealth, employment, sufficient facilities in neighborhoods, favorable circumstances for (new) businesses and other kinds of opportunities (Gemeente Amsterdam, n.d.; 2015, pp. 6, 47).

However, the municipality of Amsterdam argues that it also causes annoyance and nuisance at some places, times and periods of the year for a part of the residents, visitors and entrepreneurs, as it brings more pressure on the city center (Gemeente Amsterdam, n.d.; 2015, pp. 6, 47). They argue that especially within the public space in the city center this rising pressure and nuisance is experienced (Gemeente Amsterdam, 2015, p. V). Many newspapers also address this issue, for example with articles about seducing tourists out of the city center and the canal belt (Meershoek, 2016; RTL Z, 2016; van Weezel, 2016); about decreasing the growth (Couzy, 2016); about (the danger of) Amsterdam becoming like Venice (Driessen, 2016; Groen, 2016; Kruyswijk, 2016^a; 2016^b); about not recognizing the dangers of mass tourism on time (Remie, 2016); about not wanting to become an amusement park (Groen, 2016; NRC Next, 2016); about slowing down the development of new hotels (Obbink, 2016^b; van de Velde, 2016); and many more. All of these articles are written from the concern that the city center of Amsterdam is becoming too crowded and the disadvantages start to outweigh the advantages of tourism. These articles are based on information of politicians, experts/professors or residents. However, as the municipality of Amsterdam mentions, it should be noted here that the annoyance and nuisance is not only caused by tourists. They argue that it is partially also caused by the residents of Amsterdam themselves. Additionally, they argue that the perception of annoyance and nuisance will always differ per person, time of the day/week/month/year, location, etcetera (Gemeente Amsterdam, 2015, p. 47). It is important to be aware of this. Some nuance in defining the problem is sometimes needed, as two participants in this study also emphasized.

2.1.2 Actions taken in response to the growth

The municipality of Amsterdam wants to take action in order to keep the city attractive for everyone. They want Amsterdam to be a hospitable, livable and sustainable city, not only for tourists and visitors but especially for its residents and entrepreneurs (Gemeente Amsterdam, n.d.; 2015, p. V). A balance between calmness and bustle, between living, working and leisure and between advantages and disadvantages is sought for (Gemeente Amsterdam, 2015, p. 56). Through the project “City in balance” (Gemeente Amsterdam, n.d.; 2015) the municipality of Amsterdam is trying to achieve this. According to the municipality of Amsterdam, one of the four directions of action to better balance the city is to make the city bigger. They argue that this can be done by spreading the visitors, stimulating the development of existing neighborhoods outside the city center and creating new urban environments within the city and region (Gemeente Amsterdam, n.d.; 2015, p. VI). They see opportunities for spreading the visitors within the city as well as into the region of Amsterdam, the Amsterdam Metropolitan Area (see appendix I, The Amsterdam Metropolitan Area) (Gemeente Amsterdam, 2015, p. 4). Also the development of new hotels is being restrained in the city center (Gemeente Amsterdam, 2016^a, p. 19; 2016^b, p. 6; Obbink, 2016^a). Here, the municipality focuses, among others, on spreading initiatives into the region as well (Gemeente Amsterdam, 2015, p. 58; 2016^a, p. 19).

In line with this, an existing project that focuses on spreading tourists into the region is ‘Visit Amsterdam, See Holland’ (Gemeente Amsterdam, 2015, p. 4). This project aims to better present the Amsterdam Metropolitan Area (IAmsterdam, n.d.^a; Metropoolregio Amsterdam, n.d.^a). For this, six themes with underlying characters have been distinguished. Each of them represent an area within the Amsterdam Metropolitan Area (see appendix II, Visit Amsterdam, See Holland) (IAmsterdam, n.d.^b; Provincie Noord-Holland, n.d.). In this way, the Amsterdam Metropolitan Area is promoted as one tourism destination among international tourists and tour operators. The project focuses on seducing international tourists to visit the region, in this way better spreading visitors within the metropolitan area and to make them stay longer, spend more and come back again to visit the region (IAmsterdam, n.d.^a; LevendLand, 2016, Metropoolregio Amsterdam, n.d.^a). Next to this, the project also focuses on organizing events, improving the accessibility within the area, developing touristic routes and stimulating product development (Metropoolregio Amsterdam, n.d.^a). As one of the participants of this study mentioned, product development is especially important in the less popular places, in order to present a concrete, interesting tourist offer that will attract visitors.

According to Amsterdam Marketing (2013, p. 3), the project contributes to the interaction between the city and the region. The city benefits from an expansion of their touristic offer as the region is being involved into the city. On the other hand, the region benefits from the attractiveness of Amsterdam. They argue that together, this leads to a more attractive destination for visitors (Amsterdam Marketing, 2013, p. 7). The municipality of Amsterdam and Amsterdam Marketing consider the project as successful, as an increase is visible in the percentage of visitors of Amsterdam visiting the region, and an increase in the expenditures within the region. Furthermore, it has led to a large-scale, regional collaboration. The project includes 30 participating partners¹⁰ and is in close collaboration with marketing and promotion organizations and entrepreneurs in the Amsterdam Metropolitan Area. Here, the participating partners share a common interest and all bring a contribution to the project. Additionally, entrepreneurs increasingly start to use the brand name ‘Amsterdam’ and the themes of ‘Visit Amsterdam, See Holland’ (IAmsterdam, n.d.^b; Metropoolregio Amsterdam, n.d.^a). However, some participants of this study also mentioned some points of critique. One point of critique is for example that the project still focuses too much on ‘hubs’ such as Volendam and Zaanse Schans, while there is a lot more to see and discover. At the same time, some of these hubs were already popular places and did not really need the attention of ‘Visit Amsterdam, See Holland’. Another concern is that these hubs also start to face balance issues now that the number of tourists has increased. This makes the project ‘Visit Amsterdam, See Holland’ even a potential threat for the popular destinations, as some of the participants in this study argued. In

¹⁰ The participating partners are: Stadsregio Amsterdam, Provincie Noord-Holland, Provincie Flevoland and 27 municipalities in the Amsterdam Metropolitan Area: Aalsmeer, Almere, Amstelveen, Beemster, Beverwijk, Diemen, Edam-Volendam, Haarlem, Haarlemmermeer, Heemskerk, Huizen, Landsmeer, Lelystad, Muiden, Naarden, Ouder-Amstel, Purmerend, Uitgeest, Uithoorn, Velsen, Waterland, Weesp, Wijdemeren, Wormerland, Zaanstad, Zandvoort and Zeevang (IAmsterdam, n.d.^b; Metropoolregio Amsterdam, n.d.^a).

response to this, some of the participants said that the coming four years the project is going to focus more on the less popular characters and themes, such as 'New Land' or 'Castles and Gardens'. Additionally, the project is going to focus more on spreading visitors between hubs and further into the region, once they are in one of these hubs. Finally, as one of the participants mentioned, readymade example packages are being developed. These show visitors what to do, where, and how to get there, in order to make it as easy as possible for visitors to visit for example a more rural area.

Finally, over the past years a collaboration has been developed between the different governments in the Amsterdam Metropolitan Area. In order to further focus and structure this collaboration, a strategic agenda for tourism in the Amsterdam Metropolitan Area has been developed. The goal of this strategic agenda is to set common goals and objectives for 2025, to commonly work towards as governments. These goals and objectives require regional dedication and alignment, and lead towards more collaboration, better alignment and a common focus according to the Metropoolregio Amsterdam (2016^b, p. 7). The strategic agenda shows that various developments will take place the coming years, with regard to issues as: accessibility and connectivity; business visitors; human capital; technology, innovation and crossovers; marketing and promotion; destination development; and collaboration, sharing of knowledge and research (Metropoolregio Amsterdam, 2016^b, pp. 5, 15–65). However, various participants in this study mentioned to hear the municipality of Amsterdam say a lot about spreading tourists and further developing the region, but to not really see concrete actions to realize this. Apparently, these participants have other expectations or are not aware of the actions planned and taken. To these participants, it feels like they get the instruction to solve someone else's problem, without their involvement or help. They argue that the municipality of Amsterdam should actively be involved, propose ideas and get into conversation about possibilities.

2.2 Rural developments in the Amsterdam Metropolitan Area

Since the 1950's the 'modernization model' dominates the Dutch agriculture. This model aims to produce and market cheap products of a standard quality, in order to be internationally competitive. The production volume increased as scale enlargement, intensification of land use and specialization took place. This model was considered as "the only viable strategy for farm households" (Oostindie, 2015, p. 34). Although the Dutch agriculture was quite successful through this model, it also led to several problems due to the growing volume and intensity of the production. Since the 1980's problems around environmental pollution, loss of nature and landscape values, food scandals, loss of food quality and culture, animal health and welfare, animal diseases, etcetera arose (Oostindie, 2015, pp. 34–35). Rural areas started to face different challenges, such as restructuring of the agricultural sector, poor provision of services, remoteness, depopulation, pressure on the nature and climate change. The activities of farmers have been restricted by conflicts about (animal) health and ecological qualities (van Leeuwen, 2010, p. 2). Additionally, it became increasingly difficult to earn enough money from agriculture. The costs at the farm increased considerably, while there was a stagnation or even decrease of revenues. This was due to changes in production (bulk- and overproduction), in consumer demand and in policies (Oostindie, 2015, pp. 34–35; van der Ploeg,

Long & Banks, 2002, p. 8). The importance of the agricultural sector has declined (van Leeuwen, 2010, p. 17), leading to rural areas losing their agricultural base and so, their economic base (Bengs & Zonneveld, 2002, p. 284). Between 1980 and 2010 the number of farms in the Netherlands has halved. The area of land used by agriculture has however decreased only 6%, due to the increase of the size of farms (van Leeuwen, 2010, p. 21). Furthermore, rural areas experienced a decline in the number of residents while cities are growing again since the late eighties, after a long period of suburbanization (Lauwers, Ponteyn & van Zanen, 2011, p. 6). This combination of agricultural decline and population decline threatens the vitality of rural areas, often leading to political concerns about the future of rural areas (Zonneveld & Stead, 2007, p. 439).

The increasing pressure on income urged farmers to find alternative income strategies and ways of development (Oostindie, 2015, pp. 34–35). Other economic sectors are often supported and encouraged in order to create agricultural diversification with new types of economic activity (Zonneveld & Stead, 2007, p. 448). This can create more added value locally, with as rationale that this leads to higher local incomes and more local employment (Zonneveld & Stead, 2007, p. 448). The alternative rural development activities have been conceptualized through regrounding, deepening and broadening processes (see figure 1) (Oostindie, 2015, pp. 35, 43; van der Ploeg et al., 2002, p. 12). A paradigm shift took place with regard to agricultural modernization. This shift includes a transformation from monofunctional farms towards multifunctional farms, developing through these three processes. Here, agriculture is often just one element of the activities at the farm. Different forms of income generation and resource use may be applied (Oostindie, 2015, p. 43; van der Ploeg et al, 2002, p. 12). The number of agrarians with other economic activities is growing (Overbeek & Vader, 2006, p. 16). As appears from figure 1 (Oostindie, 2015, p. 43) (agri-) tourism is one of the possibilities of broadening the farms activities. This is also recognized by Zonneveld and Stead (2007).

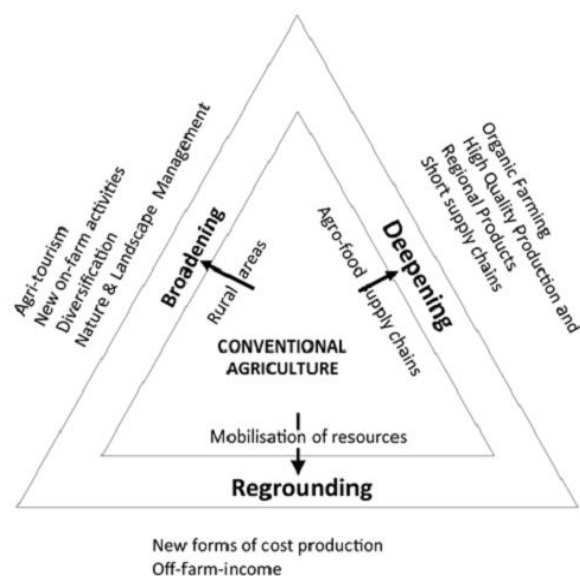


Figure 1: Three dimensions of rural development. Reprinted from *Family farming futures: Agrarian pathways to multifunctionality: flows of resistance, redesign and resilience* (p. 43), by H. Oostindie, 2015, Wageningen, NL: author. Copyright [2015] by Oostindie.

2.2.1 Amsterdam Metropolitan Area

Farmers in the rural areas surrounding Amsterdam also face such (economical) difficulties. As the Metropoolregio Amsterdam (2013, p.3; 2014, p. 17; 2016^a, p. 11) argues, the transition towards increasingly larger-scale agriculture leads to a decrease in the recreational value and the biodiversity of the rural areas. A decrease in resources for investment and management of these areas put

further pressure on the quality of the landscape according to them. However, they see the regional landscape as a strong contributor to the attractiveness of the metropolitan area (Metropoolregio Amsterdam, 2013, p. 3; 2016^a, p. 37). According to them, it contributes to the wealth of the residents of Amsterdam and it is an attractive attraction for tourists (Metropoolregio Amsterdam, 2014, p. 16). It offers leisure possibilities for which there is increasingly less space in Amsterdam city, such as walking, biking, canoeing and experiencing the nature (Gemeente Amsterdam, 2012, p. 7). So, next to being an agricultural area, the metropolitan landscape is also of great importance for leisure and a high biodiversity, as the Metropoolregio Amsterdam argues. However, both values are under pressure according to them (Metropoolregio Amsterdam, 2016^a, p. 36). They argue that new arrangements and additional forms of income and resources are needed for the development and management of the landscape (Metropoolregio Amsterdam, 2014, p. 17; 2016^a, p. 6). Here, they consider tourism and leisure as one of the possibilities (Metropoolregio Amsterdam, 2008, p. 37; 2016^a, p. 6). Although tourism and leisure can cause excessive pressure on the rural areas, it can also offer an important contribution to the economic vitality of the rural areas according to the Metropoolregio Amsterdam (Metropoolregio Amsterdam, 2008, p. 59). Also De Buck (as cited in Vijn, Veen, Migchels & Visser, 2010, p. 9) argues that secondary activities can contribute to the appreciation and quality of the landscape, as for the farmer the landscape is part of the experience and product being sold. As such, it is important for the farmer to maintain the quality of the landscape. Therefore, the Amsterdam Metropolitan Area has mentioned a few actions in their agenda 2016 – 2020. One of these actions is that farmers will get more space for expanding their business (Metropoolregio Amsterdam, 2016^a, p. 37). According to them, small-scale agriculture can be made economically profitable by adding new functions, such as care, education and leisure and tourism (Metropoolregio Amsterdam, 2008, p. 129). Furthermore, they will commission a curator who will promote the landscape for tourism and leisure (Metropoolregio Amsterdam, 2016^a, p. 22).

2.2.2 Waterland

As the Amsterdam Metropolitan Area is relatively large (see appendix I, The Amsterdam Metropolitan Area), it has been decided to focus on Waterland. This was decided in order to demarcate the research, taking into account the available time and resources for this study. There are three geographical areas that are called Waterland: the region Waterland, the municipality Waterland and the urban district 'Urban North' (see appendix III, Waterland). Within this study, the emphasis is on the urban district 'Urban North' and the municipality Waterland.

Waterland is located north of Amsterdam city. The area is characterized by peat meadows and old, authentic culturally and historically important villages, with a lot of water, nearby Amsterdam city. The landscape is strongly influenced by agriculture (Demmers-van Es & van Oostrom, 2015, pp. 3–4; Gemeente Amsterdam, 2011, p. 48; Gemeente Amsterdam, 2012, p. 5). The farmers are considered to be the most important managers of the landscape (de Jonge, 2015; Gemeente Amsterdam, 2012, pp. 5, 10; Intergemeentelijk Samenwerkingsorgaan Waterland [ISW], 2005). Dairy farming is an important sector in Waterland. However, there are concerns about the future of this sector.

Waterland is a difficult area for farmers, due to the wet grounds and the (small-scale) parcelling. Farmers in this area are not able to generate as much yield as farmers in areas that are less wet and have larger-scale parcelling (Gemeente Amsterdam, 2012, p. 9). As the municipality of Amsterdam argues, it is doubtful whether dairy farming and the often needed scaling to continue the farm can still be combined with the small-scale character of Waterland (Gemeente Amsterdam, 2011, p. 48). Some participants of this study also express their concerns about the dairy farming sector, with regard to the low milk prices and the recent developments around the milk quota and phosphate laws. However, the municipality of Amsterdam argues that in order to maintain the current, appreciated landscape, economically viable farms are important (Gemeente Amsterdam, 2012, p. 10). Broadening the activities at the farm is seen as one of the possibilities (Gemeente Amsterdam, 2012, pp. 5, 10; ISW, 2005). This is especially in the municipality Waterland increasingly being chosen as an alternative for scale enlargement (ISW, 2005). Participants within this study also recognize the broadening of activities at the farm as an important source of income, to complement their income from agriculture or sometimes even as a main income. However, as also mentioned by some of the participants, although it is often a *need* to start with broadening activities, equally important is that the farmer also has affinity with the chosen broadening activity. So, most farmers with broadening activities do it because they also *like* to do it.

2.2.3 Tourism and leisure in Waterland

According to the municipality of Waterland, tourism and leisure is an important sector for Waterland, as a source of income, for employment and as a contributor to the livability (Demmers-van Es & van Oostrom, 2015, pp. 4, 7). Mass tourism already takes place in Marken, Volendam and the Zaanse Schans (Gemeente Amsterdam, 2011, p. 49). However, it seems that issues around balance also start to rise in these places. Residents of Marken for example argue that the island reaches its limit and that tourism goes at the expense of the livability (Moes, 2015). This was also mentioned by various participants of this study for Marken, Zaanse Schans and Volendam. Next to this mass tourism, the individual tourist has recently started to discover Waterland by bike. According to the municipality of Amsterdam, small-scale tourism facilities are promising (Gemeente Amsterdam, 2011, p. 49).

Tourism and leisure within Waterland has strongly increased during the past ten years. According to the municipality of Amsterdam the area is highly appreciated (Gemeente Amsterdam, 2011, p. 48; Gemeente Amsterdam, 2012, pp. 5, 8). Many participants of this study also recognize this growth during the past ten till fifteen years. Growth was especially seen in activities such as biking and canoeing and in the growing number of overnight accommodations. As the municipality of Amsterdam argues, the touristic potential of Waterland is high (Gemeente Amsterdam, 2011, p. 49). The participants of this study also recognize this potential. However, as many of them argue, the touristic offer and infrastructure will have to be further developed in order to seduce more visitors and to offer safe conditions. Additionally, more awareness about Waterland has to be created among potential visitors. Furthermore, the participants argue that the provision of information should be very simple and transparent, such as what to visit, where and how to get there.

In relation to the character of Waterland, the municipality of Waterland recognizes people who are interested in water (sport/leisure), culture, nature, biking and walking, close to Amsterdam city as their target groups (Demmers-van Es & van Oostrom, 2015, p. 5). In line with this, often undertaken activities in Waterland include biking, canoeing and experiencing the nature, but also walking, swimming and ice skating (Gemeente Amsterdam, 2011, p. 48). The municipality of Waterland wants to focus on day visitors (residents of Amsterdam, Purmerend, Zaanstad and Diemen), Dutch day visitors (from Noord-Holland and the rest of the Netherlands) and international, individual overnight tourists (from Amsterdam and the coastal area) (Demmers-van Es & van Oostrom, 2015, p. 12). The participants of this study mention similar target groups for Waterland. They mention visitors from the region, from the rest of the Netherlands and international visitors, who are interested in activities such as biking, walking, canoeing, nature and the peaceful environment. These are individual tourists and small groups, for example families, couples or elderly people. Large groups (for example in touring cars) are not desirable according to the participants. In addition to this, the business market is also regularly mentioned by the participants, for example for meetings and (team building) activities. Furthermore, as two of the participants mentioned, the repeat visitors in Amsterdam are the most interesting visitors for Waterland. Additionally, as another participant mentioned, visitors in Amsterdam city often have other needs and interests and often deliberately choose Amsterdam and its urban environment. This makes it more difficult to seduce them to come to Waterland to visit a more natural environment. However, the longer they stay, the bigger the chance that they will visit other places and regions as well, as this participant argues.

2.2.4 Tourism and leisure development in Waterland

The municipalities of Amsterdam and Waterland and the ISW want to preserve the authentic, small-scale, cultural and historical character of Waterland. Its tourism and leisure activities such as walking, biking, canoeing and ice skating remain important (Demmers-van Es & van Oostrom, 2015, p. 4; Gemeente Amsterdam, 2012, p. 10; ISW, 2009, pp. 8–9). A well developed road system, public transport system, routing and small-scale facilities such as tea gardens, restaurants, resting points, overnight accommodations and activities are also important. Large-scale facilities and activities as well as car-related activities are not desired and avoided as much as possible (Demmers-van Es & van Oostrom, 2015, pp. 5–6; Gemeente Amsterdam, 2012, p. 12). The participants in this study also emphasize that the small-scale character of tourism and leisure in Waterland should remain and that large-scale, mass tourism is not desirable. They also mention that the (touristic) infrastructure, roads, landscape as well as the organizations themselves are not designed for this. Individual tourists or smaller groups up to about twenty people is what most farmers desire. However, as some of the participants argue, many small-scale initiatives together can at the end also create tourism at a large-scale. Additionally, by collaborating, large groups can also be accommodated, distributed over for example three organizations. As the municipality of Waterland argues, developing tourism and leisure with a focus on preserving the (small-scale) character of Waterland will help to prevent an overflow of visitors and to keep a balance between visitors and residents (Demmers-van Es & van Oostrom, 2015, pp. 5–6).

Taking a look at the accessibility, Waterland is relatively good accessible seen from Amsterdam city, according to the municipality of Amsterdam. However, they argue that the eastern and western parts of Waterland are less accessible due to natural barriers (Gemeente Amsterdam, 2011, pp. 48–49). The villages within the municipality of Waterland are well accessible by car, bike and public transport according to the municipality of Waterland (Demmers-van Es & van Oostrom, 2015, pp. 12, 47). However, although region tickets have been developed that make it easier for visitors to travel by public transport, participants of this study argue that the public transport service still can be further improved. Region tickets should for example include all kinds of public transport and bus routes and stops should be communicated more clearly. They argue that a special tourist ticket for multiple days to travel with all public transport within the Amsterdam Metropolitan Area would be ideally, as for example is used in Berlin. Additionally, the municipality of Waterland mentions that some other points of attention are signposting, parking and the accessibility over the water (Demmers-van Es & van Oostrom, 2015, p. 47). Furthermore, they argue that the biking, walking and boat route networks can be better connected with each other (Demmers-van Es & van Oostrom, 2015, p. 50). Another point of attention often mentioned by the participants of this study, is that the roads should be improved. Roads are often small and used by cars, bikes and agricultural vehicles at the same time. In this way there is a lot, sometimes too much, traffic on the road. More importantly, this leads to dangerous situations. Also the digital accessibility of Waterland can be further improved as the municipality of Waterland argues. Although a lot has already been done the past years, a few points of attention are the multilingualism of the websites of Bureau Toerisme Laag Holland and Stichting Promotie Waterland, the visibility of Waterland for tour operators, and the visibility and arrangement of the offer in Waterland at the website of Amsterdam Marketing (Demmers-van Es & van Oostrom, 2015, p. 50).

Concerning the availability of facilities in Waterland, the municipality of Waterland argues that there are still possibilities for hotels in the three-star segment, for unique small-scale overnight accommodations, for campers, and for group accommodations (Demmers-van Es & van Oostrom, 2015, p. 51). As some participants of this study mentioned, overnight accommodations are often fully booked in the high-season and so, there might be a lack of capacity in these periods. Furthermore, the municipality of Waterland argues that a point of attention is the number of restaurants and terraces, as well as attractions and excursions. The opening hours play an important role in this (Demmers-van Es & van Oostrom, 2015, p. 51). Additionally, as one of the participants mentioned, another point of attention is the limited number of bad-weather facilities. Also, the development of a bike renting network is often mentioned by participants of this study. However, as several participants argued, many of these facilities have to be developed by entrepreneurs. Municipalities cannot do this; at best they can stimulate and offer their help. However, although further development of small-scale facilities is desired, various participants of this study mentioned to experience many difficulties or to feel restrained from developing facilities. They experience the procedures and their rules and regulations as long, difficult and for some even unmanageable.

In addition to this availability of facilities, the municipality of Waterland argues that the offer for experiencing Waterland can be further developed. The authenticity and uniqueness of Waterland can be demonstrated more and attractions and experiences can be better connected with each other. Within the smaller villages there is little to experience as the touristic offer is small; there are few restaurants, terraces and attractions (Demmers-van Es & van Oostrom, 2015, p. 54).

When looking at the affordability (price/quality), the municipality of Waterland argues that the prices (for overnight accommodations, tourist taxes, restaurants, activities) are not too expensive, in comparison to Amsterdam and the rest of the Netherlands. Only in Marken the tourist tax is a point of discussion and attention. This restrains some tourists and tour operators from visiting Marken (Demmers-van Es & van Oostrom, 2015, p. 52). As two participants mentioned, the parking policies and corresponding tourist taxes at Marken make it very difficult for them to receive visitors. However, policy changes are planned, which hopefully will make it easier.

Finally, concerning the publicity and image formation of Waterland, some participants mention that many developments have already taken place since the establishment of Bureau Toerisme Laag Holland and Stichting Promotie Waterland in 2010. Here can be thought about the development of websites and brochures, connecting organizations and increase collaboration, organizing and participating in promotional events, informing and supporting entrepreneurs, (support the) development of products and arrangements, etcetera. They also mentioned that especially Bureau Toerisme Laag Holland focuses on small-scale, (agri-)tourism. Although some participants are very positive about their promotion and development activities, others are more reserved. They rather rely on their own promotion activities or are not willing or able to pay the asked contribution. Additionally, all participants try to promote themselves, often online through their website, word of mouth promotion and through websites such as booking.com. However, as the municipality of Waterland argues, a point of attention is that visitors should be more seduced to visit Waterland by showing them how to get to Waterland and what to experience in Waterland (Demmers-van Es & van Oostrom, 2015, p. 55). Several participants also mention this as they say that Waterland is still relatively unknown, especially among visitors of Amsterdam. Here, 'unknown makes unloved' according to them. Furthermore, the municipality of Waterland also argues that attention should be paid to whether marketing and promotional activities reach the intended target groups. From their study it appeared that for example tour operators were not familiar with the characters of 'Visit Amsterdam, See Holland' or with promotional materials of Bureau Toerisme Laag Holland (Demmers-van Es & van Oostrom, 2015, p. 55). However, according to participants of this study, touristic information seems to be broadly distributed: within the region Waterland itself, online through multiple channels, at different places within Amsterdam city and at a national level for example at tourism fairs, national brochures and magazines. Maybe this is still too global and can be directed more towards the intended target groups, as also the municipality of Waterland argues (Demmers-van Es & van Oostrom, 2015, pp. 28, 57). An improved digital accessibility, as mentioned earlier, will probably also deliver a contribution to this.

Following this, the municipality of Waterland (Demmers-van Es & van Oostrom, 2015, pp. 5, 57–58) formulated a few focus points for the coming years (up to 2025):

- *Improving the leisure/tourism infrastructure.*

This includes physical facilities (such as parking lots, well-structured public spaces, public toilets, etcetera) as well as digital facilities (such as recognizability, touristic information in multiple languages, etcetera).

- *Citymarketing.*

Joint marketing is key here, using the marketing and promotion of the Amsterdam Metropolitan Area. In 2010 two organizations have been set up for touristic promotion- and information provision for Waterland: Stichting Promotie Waterland (SPW) and Bureau Toerisme Laag Holland (BTLH) (Demmers-van Es & van Oostrom, 2015, p. 8).

- *Product development and stimulating quality improvement of the existing offer.*

This includes a sufficient offer of facilities and the arrangement of opening hours.

- *Watersports and leisure.*

This includes further development of the offer and improvement of its marketing and promotion.

- *Stimulating the overnight accommodations that meet the needs of Waterland.*

This includes the development of accommodations in several segments.

The tourism and leisure offer in the rural areas of Waterland is herewith one of the starting points for action (Demmers-van Es & van Oostrom, 2015, p. 9).

3. Theoretical framework

In this chapter the theoretical categories and concepts central to this study are described. The aim of this study is to better understand why urban-rural collaboration between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exists only limited. This will be done by studying which and how different factors make that tourism and leisure related organizations in Waterland do collaborate or are restrained from collaborating with tourism and leisure related organizations in the city center of Amsterdam. Here, the role of rhythm is especially focused on. As such, collaboration is the central phenomenon that comes under study in this research, with a focus on rhythm. Through reviewing literature about collaboration, definitions and frameworks were chosen that best fit this study. First, the concept of collaboration is explained. A definition of collaboration as it will be understood in this study is given. Then, collaboration theory is used as a base to understand which factors can possibly play a key role in collaboration. This results in a broad, all-encompassing overview of factors. The found factors will be used to identify factors coming forth from the empirical data. After that is being focused on the concept of rhythm in collaboration. Here, the importance of rhythm and rhythm alignment in collaboration is explained. This includes the different categories of collaborative rhythm that can be distinguished. Finally, a conceptual framework is developed that will be used to identify rhythms, tensions in these rhythms and how this relates to the other factors that play a key role in collaboration.

3.1 Literature review: Collaboration

Within the existing literature, many different definitions and terms are used. The term ‘collaboration’ is often interchanged by ‘cooperation’ and ‘coordination’. However, a distinction between the terms can be made. They are distinguished by the level of intensity, structure and formality. Here, cooperation is the most informal and with the lowest level of intensity, collaboration the most formal and with the highest level of intensity, and coordination is in the middle (Lu, Lin & Ha, 2014, p. 2; Mattessich & Monsey, 1992, p. 42; Wang & Xiang, 2007, p. 81). A detailed explanation of these terms can be found in appendix IV, Cooperation, coordination and collaboration. However, as Fyall and Garrod as well as Selin (as cited in Devine, Boyd & Boyle, 2010, p. 202) argue, the term collaboration can be seen as a catch-all term that signifies the common ground between the different terms. They therefore recommend to use the term ‘collaboration’. This is the term that will be used in this study.

3.1.1 Defining collaboration

For the term ‘collaboration’, different definitions exist. There does not seem to be one commonly accepted definition for collaboration. However, there are two often recurring definitions:

“Collaboration is a process of joint decision making among key stakeholders of a problem domain about the future of that domain” (Gray, as cited in Jamal & Getz, 1995, p. 187; Logsdon, 1991, p. 24; Sautter & Leisen, 1999, p. 313; Wang, 2008, p. 152; Wang & Xiang, 2007, p. 79).

“Collaboration occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms, and structures, to act or decide on issues related to that domain” (Bramwell & Lane, 2000, p. 5; De Araujo & Bramwell, 2002, p. 1139; Wang, 2008, p. 151; Wang & Xiang, 2007, p. 80; Wood & Gray, 1991, p. 146).

Next to these two often recurring definitions, many other scholars¹¹ provide a definition about collaboration, often similar to and/or a broadening of above definitions. However, the definition as given by Perrault, McClelland, Austin and Sieppert (2011) seems to best fit this study and so, will be used here:

“A durable relationship that brings previously separate organizations into a new structure with commitment to a commonly defined mission, structure, or planning effort; each organization contributes its own resources to pooled resources and a shared product or service” (p. 283).

The above mentioned definition provides a framework for this study in order to better understand collaboration. However, the study is open to other understandings of collaboration, dependent of the participants’ understanding and the context they are situated in.

The inter-organizational collaboration literature and the definitions following from this seem to be largely positive and perhaps a bit too optimistic about collaboration. Although collaboration can bring many benefits and positive outcomes, it should be emphasized that collaboration can be very difficult and can bring some problems. Authors such as Babiak (2008), Bramwell and Lane (2000), De Araujo and Bramwell (2002), Golich (1991), Selin and Beason (1991) and Thomson and Perry (2006) pay attention to these potential problems. This is further described in appendix V, Potential benefits, problems and challenges of collaboration. Next to such potential problems and challenges, a major criticism on collaboration theory is that it “rests upon the assumption that simply by involving all of the interested parties, that power imbalances can be overcome. This ignores the fundamental constraint of the distribution of power and resource flows” (Aas, Ladkin and Fletcher, 2005, p. 32). Another major criticism is that collaboration can work differently and can have different limits in different cultural and political contexts (Aas et al., 2005, p. 32). So, collaboration is dependent on its social and cultural context. Although the starting point of this study is positive towards collaboration, it will not necessarily be an advocate of collaboration as such. It will also take into account the potential problems, challenges and criticisms of collaboration.

¹¹ For example: Gray (as cited in Thomson & Perry, 2006, p. 23; Wood & Gray, 1991, p. 143); Mattessich and Monsey (1992, p. 11); Perrault et al. (2011, p. 283); Thomson and Perry (2006, p. 23); Winer and Ray (1994, p. 24).

3.1.2 Key factors in collaboration

This study tries to get a deeper understanding of why urban-rural collaboration between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exist only limited. In order to achieve this, the study focuses on which and how different factors make that tourism and leisure related organizations in Waterland do collaborate or are restrained from collaborating with tourism and leisure related organizations in the city center of Amsterdam. As such, it is important to gain a better understanding of which factors can possibly play a key role in collaboration. Therefore, the information in this paragraph provides a base for identifying factors from the empirical data. Here, a wide range of factors coming forth from the literature has been included in this paragraph in order to provide a broad, all-encompassing overview of factors that can possibly play a key role in collaboration.

Within the inter-organizational collaboration literature many studies¹² have been conducted that evaluated the success or failure of collaborations and the factors that played a key role in this. Although these factors have been identified in varied collaborative settings, there is a lot of similarity in factors across the different studies, as Huxham and Vangen (2005, p. 11) also emphasize. Arguably, a very comprehensive, exhaustive and well-known study on critical factors for community collaboration is the work of Mattessich and Monsey (1992) and Mattessich, Monsey and Murray-Close (2001). These studies seem to be all-encompassing and so, will be used in this study. They have reviewed the collaboration literature and analyzed the factors that played a key role in collaboration. This has resulted into six categories within which twenty factors are grouped. These categories are environment, membership, process/structure, communications, purpose and resources.

First of all, the **environment category** is related to the geographical location and the social context in which a collaboration is located. Although the collaboration can influence or affect this in some way, it cannot control it (Mattessich & Monsey, 1992, p. 17). Three factors are classified to this category:

- *“History of collaboration or cooperation in the community”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 15).
- *“Collaborative group seen as a leader in the community”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 15).
- *“Political/social climate favorable”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 15).

¹² Casey (2008), De Araujo and Bramwell (2002), Devine et al. (2010), Huxham and Vangen (2005), Jamal and Getz (1995), Leung (2013), Lu et al. (2014), Mattessich and Monsey (1992), Mattessich et al. (2001), Olson, Balmer and Mejicano (2011), Perrault et al. (2011), Thomson and Perry (2006), Wang and Xiang (2007) and Winer and Ray (1994).

Secondly, the **membership category** treats the “membership characteristics”. This “consists of skills, attitudes, and opinions of the individuals” in the collaboration, “as well as the culture and capacity of the organizations” within the collaboration (Mattessich & Monsey, 1992, p. 22). Within this category, four factors are mentioned:

- *“Mutual respect, understanding, and trust”* (Leung, 2013, p. 451; Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 15; Olson et al., 2011, p. 6).
- *“Appropriate cross-section of members”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 15; Olson et al., 2011, p. 6).
- *“Members see collaboration as in their self-interest”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 15; Olson et al., 2011, p. 6).
- *“Ability to compromise”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 15).

Third, the **process/structure category** is about “the management, decision-making, and operational systems of a collaborative effort” (Mattessich & Monsey, 1992, p. 25). Here, six factors are identified:

- *“Members share a stake in both process and outcome”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 16; Olson et al., 2011, p. 6).
- *“Multiple layers of decision-making”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 16; Olson et al., 2011, p. 6).
- *“Flexibility”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 16; Olson et al., 2011, p. 6).
- *“Development of clear roles and policy guidelines”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 16; Olson et al., 2011, p. 6).
- *“Adaptability”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 16; Olson et al., 2011, p. 6).
- *“Appropriate pace development”* (Lu et al., 2014, p. 13; Olson et al., 2011, p. 6).

Fourth, the **communications category** is related “to the channels used” by the partners “to send and receive information, keep one another informed, and convey opinions to influence the group’s action” (Mattessich & Monsey, 1992, p. 29). Two factors belong to this category:

- *“Open and frequent communication”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 16; Olson et al., 2011, p. 6).
- *“Established informal and formal communication links”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 16).

Fifth, the **purpose category** “refers to the reasons for the development” of a collaboration, “the result or vision” (Mattessich & Monsey, 1992, p. 31) the collaboration wants to accomplish. “It is driven by a need, crisis, or opportunity” (Mattessich & Monsey, 1992, p. 31). Three factors are mentioned within this category:

- *“Concrete, attainable goals and objectives”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 17; Olson et al., 2011, p. 6).

- *“Shared vision”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 17; Olson et al., 2011, p. 6).
- *“Unique purpose”* (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 17; Olson et al., 2011, p. 6).

Finally, the **resources category** treats the “financial and human “input” necessary to develop and sustain” (Mattessich & Monsey, 1992, p. 33) collaboration. Two factors are identified in this category:

- *“Sufficient funds, staff, materials, and time”* (Lu et al., 2014, p. 14; Mattessich & Monsey, 1992, p. 17; Olson et al., 2011, p. 6).
- *“Skilled convener”* (Casey, 2008, p. 78; Devine et al., 2010, p. 216; Lu et al., 2014, p. 14; Mattessich & Monsey, 1992, p. 17; Olson et al., 2011, p. 6; Perrault et al., 2011, p. 284).

Following this, table 1 provides an overview of the categories and its critical factors.

Table 1: Twenty critical factors distributed over six categories

Environment	Membership
○ History of collaboration or cooperation in the community	○ Mutual respect, understanding, and trust
○ Collaborative group seen as a leader in the community	○ Appropriate cross-section of members
○ Political/social climate favorable	○ Members see collaboration as in their self-interest
	○ Ability to compromise
Process/Structure	Communications
○ Members share a stake in both process and outcome	○ Open and frequent communication
○ Multiple layers of decision-making	○ Established informal and formal communication links
○ Flexibility	
○ Development of clear roles and policy guidelines	
○ Adaptability	
○ Appropriate pace development	
Purpose	Resources
○ Concrete, attainable goals and objectives	○ Sufficient funds, staff, materials, and time
○ Shared vision	○ Skilled convener
○ Unique purpose	

More detailed information about the categories and factors can be found in appendix VI, Detailed explanation key factors collaboration. Ideally, to maximize the effectiveness of the collaboration, attention should be paid to all the above mentioned factors according to Mattessich & Monsey (1992, p. 14). However, it should be noted that although this will increase the chance of successful collaboration, it cannot ensure positive collaboration outcomes (Thomson & Perry, 2006, p. 30).

The work of Mattessich & Monsey (1992) and Mattessich et al. (2001) provides an overview of critical factors for collaboration. The overview in table 1 seems to suggest that almost everything plays a key role in collaboration. However, which factors are key to collaboration will strongly depend on the context the collaboration is located in. In line with this, Mattessich (as cited in Perrault et al., 2011) states that “additional research can clarify: which factors may be most critical; which factors, if any, can be combined (as equivalent concepts); and whether any other success factors exist, which research has not yet identified” (p. 284). This study can potentially deliver a contribution to this.

3.2 Time and rhythm

As stated in the introduction in chapter 1, a first exploration of the field revealed that rhythm seems to play an important role in the limited existence of urban-rural collaboration. When searching for literature about time or rhythm in collaboration, many studies are found that mention time and/or rhythm as an important factor in collaboration. However, detailed studies into these factors can hardly be found. The studies of Jackson, Ribes and Buyuktur (2010), Jackson, Ribes, Buyuktur and Bowker (2011) and Steinhardt and Jackson (2014) confirm this. They argue that recent studies “have had relatively less to say about time” (p. 1). They consider the alignment of different rhythms as a crucial element in collaboration, which is routinely neglected in collaboration studies to date (Jackson et al., 2010, p. 1; 2011, p. 1). Following the literature search and the studies of Jackson et al. (2010; 2011) and Steinhardt and Jackson (2014), this study considers rhythm as an under-recognized and understudied factor of collaboration. However, following these studies and the first exploration of the field, this factor appears to be a crucial element. As such, this study will focus on the role of time and rhythm in collaboration. Here, rhythm will be used as a lens to analyze the empirical data.

3.2.1 Literature review: The role of time and rhythm in collaboration

As already mentioned in paragraph 1.1, Collaboration, a lot has been written about collaboration. Some of the key factors from the theory have also been studied into more detail, as explained in paragraph 1.5, Relevance of the study. However, this does not apply for time or rhythm as a crucial factor for collaboration. As Jackson et al. (2010) argue, the study of time in collaboration “remains rudimentary, fragmented, and both theoretically and empirically under-analyzed” (pp. 1–2).

When searching for literature about time or rhythm in collaboration, different results are found. Literature exists about collaboration with partners in different time zones. Here, time and temporal differences are considered as a side effect of distance (Treinen & Miller-Froost; Olson & Olson, as cited in Jackson et al., 2010, p. 2; 2011, p. 1). Many more studies¹³ have been conducted in the context of distance and spatial location, the effects of this on collaboration, and how this influences the outcomes of collaboration (Jackson et al., 2010, p. 1). Additionally, many studies have focused on

¹³ E.g.: Cummings and Kiesler; Kiesler and Cummings; Schmidt; Clark and Brennan; Hinds and Mortenson (as cited in Jackson et al., 2010, p. 1).

the role of a shared place in the structuring of collaboration¹⁴ (Jackson et al., 2011, p. 1). Furthermore, literature is also found about “synchronous and asynchronous communication among team members” (Jackson et al., 2010, p. 2; 2011, p. 1; Steinhardt & Jackson, 2014, p. 2) and how this influences collaborative activities. Additionally, there is literature about different information and communication technologies that support collaboration and if these can be afforded or not (Bradner, Kellogg & Erickson; Churchill & Bly; Handel & Herbsleb, as cited in Jackson et al., 2010, p. 2; 2011, p. 1). Finally, several studies were conducted into how specific artifacts can support collaboration¹⁵ (Jackson et al., 2011, p. 2; Steinhardt and Jackson, 2014, p. 2). However, most studies that treat time or rhythm focus on one aspect. Little attention was paid to the “many different and fluctuating rhythms present in collaborative work” (Jackson et al., 2010, p. 2; 2011, p. 2).

Taking this concept of time and rhythm to a higher level, different strands of literature can be found within the social sciences. From the 1980's onwards several issues gained more attention among scholars. This includes: how speed shapes and restructures the civilization, the role of technology in this and how speed can be experienced in different ways (Virillio, as cited in Jackson et al., 2010, p. 2); the concept of ‘time-space compression’ in which spatial and temporal distances become denser or disappear due to technological innovations (Harvey, as cited in Jackson et al., 2010, p. 2); and the concept of ‘distanciation’ in which interaction between people can take place without being present in time or space (Giddens, as cited in Jackson et al., 2010, p. 2). More recently, multiple and revived forms of time geography were introduced (Jackson et al., 2010, p. 2). Also, Lefebvre provided a first step into “rhythmanalysis”. This was based on studies in the context of “under-articulated temporalities implicit in the spatial forms of things” (Jackson et al., 2010, p. 2). This is for example how cities were built around different historical rhythms and different periodicities (Jackson et al., 2010, p. 2). Furthermore, in the field of history literature exists about marking distinctions and connections “between histories of the short, medium, and long ‘durees’ (Braudel, 1992; Braudel, 2004)” (Jackson et al., 2010, p. 2). In the field of linguistics and literary theory attention has also been paid to time, for example ideas around “pluritemporalism” from Foucault and Bakhtin or “biologically inspired examples around ‘heterochronicity’ (Nowotny, 1992; Lemke, 2000)” (Jackson et al., 2010, p. 2). This is focused on how different modes of time can exist next to each other, constructed by people’s different experiences of time. These studies pay attention to rhythm and the difficulty of rhythm alignment across institutions, professional bodies and career trajectories. However, they ignore phenomenal rhythms as they do not pay attention to how time and/or rhythm emerges from the field or objects themselves.

¹⁴ E.g.: Studies into “contextual awareness (Gutwin, Penner & Schneider, 2004; Schmidt, 2002), spontaneous informal communication (Hinds & Mortensen, 2005; Whittaker, Frohlich & Daly-Jones, 1994), and building effective common ground or mutual knowledge (Clark & Brennan, 1991; Cramton, 2001)” (Jackson et al., 2011, p. 1) or into “real or virtual collocation (Mark, Grudin & Poltrock, 1999; Teasley, Covi, Krishnan & Olson, 2000), media spaces (Gaver, 1992), and shared workspaces (Dourish & Bellotti, 1992)” (Jackson et al., 2011, p. 1).

¹⁵ E.g.: The use of calendars (Palen; Lee, as cited in Jackson et al., 2011, p. 2) and the use of email (Tyler & Tang, as cited in Jackson et al., 2011, p. 2).

Within the organizational science Barley and Orlikowski and Yates (as cited in Jackson et al., 2010, p. 2; Steinhardt & Jackson, 2014, pp. 2–3) have also paid attention to time. They argued about the “enacted character of time” and how that is related with the form and practice of organizations (Jackson et al., 2010, p. 2; 2011, p. 2). Orlikowski and Yates particularly criticize the since long time made distinction in the theory between objective (‘clock time’) and subjective (‘event time’) ways of understanding temporality in the practice of organizations (Jackson et al., 2010, p. 2). They argue that by focusing on only one side or the other (objective or subjective) is being missed how structures of temporality arise from and are embedded in different and continuing social practices, while similarly these practices are shaped by such structures of temporality (Jackson et al., 2010, p. 2). So, time can be seen as a source of ongoing social practice and as an outcome of it, which shapes and is shaped by choices being made (Jackson et al., 2010, p. 2; Steinhardt & Jackson, 2014, p. 3). Within this literature, the focus is on the role of human forces and actors in the shaping of time. However, non-human forces and actors are not included. The distinction between subjective and objective time and the focus on human forces and actors is probably a too-general abstraction. Jackson et al. (2010; 2011, p. 3) recognize this and so, they distinguish collaborative rhythms that are both highly natural, material and social. Their work is focused on scientific collaboration but seems applicable to other collaborative contexts too, as they also argue (Jackson et al., 2010, p. 1; 2011, p. 1). Therefore, their work will be used in this study.

3.2.2 Defining rhythm

Steinhardt and Jackson (2014) roughly describe the term ‘rhythm’ as “the temporal patterns and regularities that stem from and in turn help to frame and support ongoing forms of action in the world” (p. 1). Rhythms are the result of accommodating and aligning different modalities of time (Jackson et al., 2010, p. 3; 2011, p. 3). According to Jackson et al. (2010; 2011) collaboration, or collective activity, is always subject to rhythm as “things emerge, grow, evolve, and give way to new phenomena according to distinctive patterns” (p. 3). Jackson et al. (2010, p. 3) distinguish three general characteristics of rhythm:

- First, they argue that rhythms are *specific*. Rhythms emerge from discrete sources and are structured according to specific patterns. This distinguishes rhythm from time, in which more formalized and abstract categories are used for marking and tracking it (Jackson et al., 2010, p. 3; 2011, p. 7).
- Secondly, they argue that rhythms are *multiple*. Rhythms appear in “messy and heterogeneous form and rarely if ever alone” (Jackson et al., 2010, p. 3; 2011, p. 7). Multiple rhythms flow through any site, activity or isolated moment in time at once. Some of these rhythms “will be contradictory or dissonant in nature” (Jackson et al., 2010, p. 3; 2011, p. 8).
- Thirdly, they argue that “all rhythms (...) are potentially *meaningful*, caught up in the world of perception, interpretation, and experience” (Jackson et al., 2010, p. 3; 2011, p. 8).

Following this, rhythms do have some important roles according to Steinhardt and Jackson (2014, p. 1). First of all, “rhythms support regularities of practice, allowing work to unfold in predictable and routinized ways across spatially and temporally distributed sites” (Steinhardt & Jackson, 2014, p. 1). Secondly, “rhythms establish structures of convention and expectation, allowing actors to mesh and coordinate otherwise disparate temporal flows” (Steinhardt & Jackson, 2014, p. 1). Finally, “rhythms organize time itself, ensuring that the temporal forces that shape and frame our working (and indeed personal) lives come to us in some form of navigable order” (Steinhardt & Jackson, 2014, p. 1).

3.2.3 Four categories of rhythm

Jackson et al. (2010; 2011) argue that collaboration should “accommodate and align four separate kinds or modalities of time, each of which shape and structure the rhythms of collaborative work in specific and often challenging ways” (p. 3). Here, they distinguish four “separate and potentially dissonant (...) rhythms – phenomenal, organizational, biographical, and infrastructural” (Jackson et al., 2010, p. 1; 2011, p. 1).

The **phenomenal rhythms** are “the distinctive forms of time emanating from the field” itself (Jackson et al., 2010, p. 3). These rhythms can for example be *seasonal*, in which the collaborative work is organized around seasonal manifestations. The rhythms can also be “more *episodic or event-driven* in character” (Jackson et al., 2010, p. 3; 2011, p. 5). Here, collaborative teams get together and organize themselves around these episodic happenings or events. Collaboration can also be organized around *rare, unpredictable events*. This requires that teams and their equipment can be mobilized rapidly. Additionally, rhythms can also be circadian or more extended or truncated in nature (Jackson et al., 2010, p. 3; 2011, p. 5).

The **organizational rhythms** are embedded within the organizations and institutions. This can for example be *calendar related* rhythms (such as the timing of holidays or annual patterns that mark the arrival and departure of tourists in this study). It can also be related to rhythms determined by for example *deadlines or event dates*. Furthermore, the rhythms can be related to different (personal) *working schedules* (Jackson et al., 2010, p. 3; 2011, p. 3).

The **biographical rhythms** “emanate from the life choices and circumstances of collaborative participants” (Jackson et al., 2010, p. 3; 2011, p. 4). This category includes for example the “timing of children, illness and recovery, divorces and new relationships, births and deaths” (Jackson et al., 2010, p. 3; 2011, p. 4). Activities that are associated with different stages or moments in someone’s career development are also included in this rhythm. Central components to the biographical rhythm are “*shifting roles, identities, and career trajectories*” (Jackson et al., 2010, p. 3; 2011, p. 4). However, Jackson et al. (2010) note here that “careers themselves are built (and sometimes challenged) at the intersection of institutional and biographical time” (p. 3).

The **infrastructural rhythms** (or: rhythm of the built environment) emanate “from the nature and rhythms of the built world itself” (Jackson et al., 2010, p. 4; 2011, p. 4). This includes for example the equipment and infrastructure that helps to create and share knowledge. It is for example about “the timeliness of machines, artifacts and systems”, “the time of software upgrades, hardware replacement schedules, and the time it takes to build adoption of a new protocol, instrument or data” (Jackson et al., 2010, p. 3). As Jackson et al. (2010) argue, “the built environment itself imposes certain and often exacting constraints on the nature and rhythm of (...) collaborative work” (p. 3). These “rhythmic properties of infrastructure” (Jackson et al., 2011, p. 4) and the further development of (technological) infrastructure can have important implications for collaboration (Jackson et al., 2011, p. 4).

3.2.4 Tensions and alignment

The four rhythms may all pose their own collaborative challenges and implications “for the nature and organization of collaborative work” (Jackson et al., 2010, p. 3; 2011, p. 5). As Jackson et al. (2010) argue, an important part of managing rhythm in collaboration “is the work of temporal alignment, bringing heterogeneous patterns in synch for moments of coordinated activity” (p. 1). Collaboration “requires the alignment of rhythms in order to develop standards, routines, and associations of human action and calendar time” (Steinhardt & Jackson, 2014, p. 3). According to them, alignment of these rhythms is important but under-recognized in collaboration (Jackson et al., 2010, p. 1; 2011, p. 1; Steinhardt & Jackson, 2014, p. 4).

Although the rhythms are characterized here as pure and separate, in practice “elements of most, and usually all” (Jackson et al., 2010, p. 4; 2011, p. 5) rhythms are combined in collaboration. In practice, the four rhythms are “managed and interwoven in unique ways, in part through the purposive actions of individual and collective actors involved” (Jackson et al., 2011, p. 7). As Jackson et al. (2010, p. 4) argue, “the distinctive temporalities attending specific instances of collaborative work are usually shaped precisely at the intersection of often-contradictory tendencies embedded within and between each of the categories (...). This makes rhythmic disjuncture or dissonance a frequent (...) tension” (Jackson et al., 2010, p. 4; 2011, p. 5) within collaborative work. Jackson et al. (2010; 2011) argue that collaboration is full of such mismatches, but at the same time also full of efforts “to ameliorate, deal, or simply live with them” (p. 4; p. 6).

Tension can exist for example between the different categories of rhythm (e.g. between the phenomenal and organizational rhythms) but also within one category between different collaborative partners (Steinhardt & Jackson, 2014, pp. 1–2). At the same time tensions can be resolved as “participants build instruments and environments, reshape organizations and institutions, and recraft or reorient their personal lives” (Jackson et al., 2011, p. 5; Steinhardt & Jackson, 2014, p. 2). Even the phenomenal rhythms can be anticipated on, as this can be managed and manipulated by for example instruments and infrastructure (Jackson et al., 2011, p. 5). This resolving of tensions is what Jackson et al. (2011, p. 7) and Steinhardt and Jackson (2014, p. 2) refer

to as 'alignment work'. This is "understood as the complex set of actions and activities required to bring otherwise disparate rhythms into heterogeneous and locally workable forms of alliance" (Jackson et al., 2011, p. 7). So, temporal alignment can be seen as an activity that is both strategic and creative (Jackson et al., 2011, p. 7). As Steinhardt and Jackson (2014, p. 1) argue, a central role and challenge of collaboration are plans and planning. Discordant rhythms and events can be bridged and coordinated through plans and planning. It can align rhythms and events of different rhythmic categories and organizational scales, and it can establish baselines around which choices can be made and actions can unfold (Steinhardt & Jackson, 2014, pp. 1–2). So, plans and planning are seen as "a key moment or technology of alignment work" (Steinhardt & Jackson, 2014, p. 2), "especially (though not exclusively) in their [the collaborations'] start-up phase" (Steinhardt & Jackson, 2014, p. 9).

Finally, authority, power and control can potentially play an important role in the alignment of rhythms (Jackson et al., 2011, p. 8). For example different interests or different positions of partners relative to each other can determine whether alignment will go one direction or the other. As Jackson et al. (2011, p. 8) described: "scheduling conflicts may be resolved in favor of senior or more centrally placed participants over junior or more peripheral ones". So, "under conditions of dissonance and unequal distributions of authority and control, the question of which rhythms are adjusted to which (and *whose* rhythms to *whose*) turns out to be an important site for the exercise of power and control" (Jackson et al., 2011, p. 8; Steinhardt & Jackson, 2014, p. 3).

3.3 Conceptual framework

Table 1 in paragraph 3.1.2, Key factors in collaboration, provided an all-encompassing overview of factors that can possibly play a key role in collaboration as a base for this study. It helps to identify factors from the empirical data. Elaborating on this, the factor rhythm as a crucial factor in collaboration in the context of this study has been chosen, giving further direction and focus to the study. This is shown in figure 2. Here, the concept of rhythm will be used as a lens to analyze the empirical data and the factors that play a key role in collaboration in this study.

Time was one of the key factors mentioned in the all-encompassing overview of factors in the theory. As appeared from the literature, time can be shaped and organized into different rhythms. Here, four collaborative rhythms can be distinguished: phenomenal, organizational, biographical and infrastructural rhythms. These categories are not separate, but rather combined, linked and interwoven with each other within collaboration. Both between and within these categories tensions can occur. These tensions can be resolved in many ways, in this way aligning the rhythms with each other and/or with other collaborative partners. When these tensions have been resolved and the differing rhythms are aligned, collaboration will be possible. The categories are used as a lens to analyze the empirical data. It will be used to find rhythms and tensions in rhythms within the identified factors that are key to collaboration in this study.

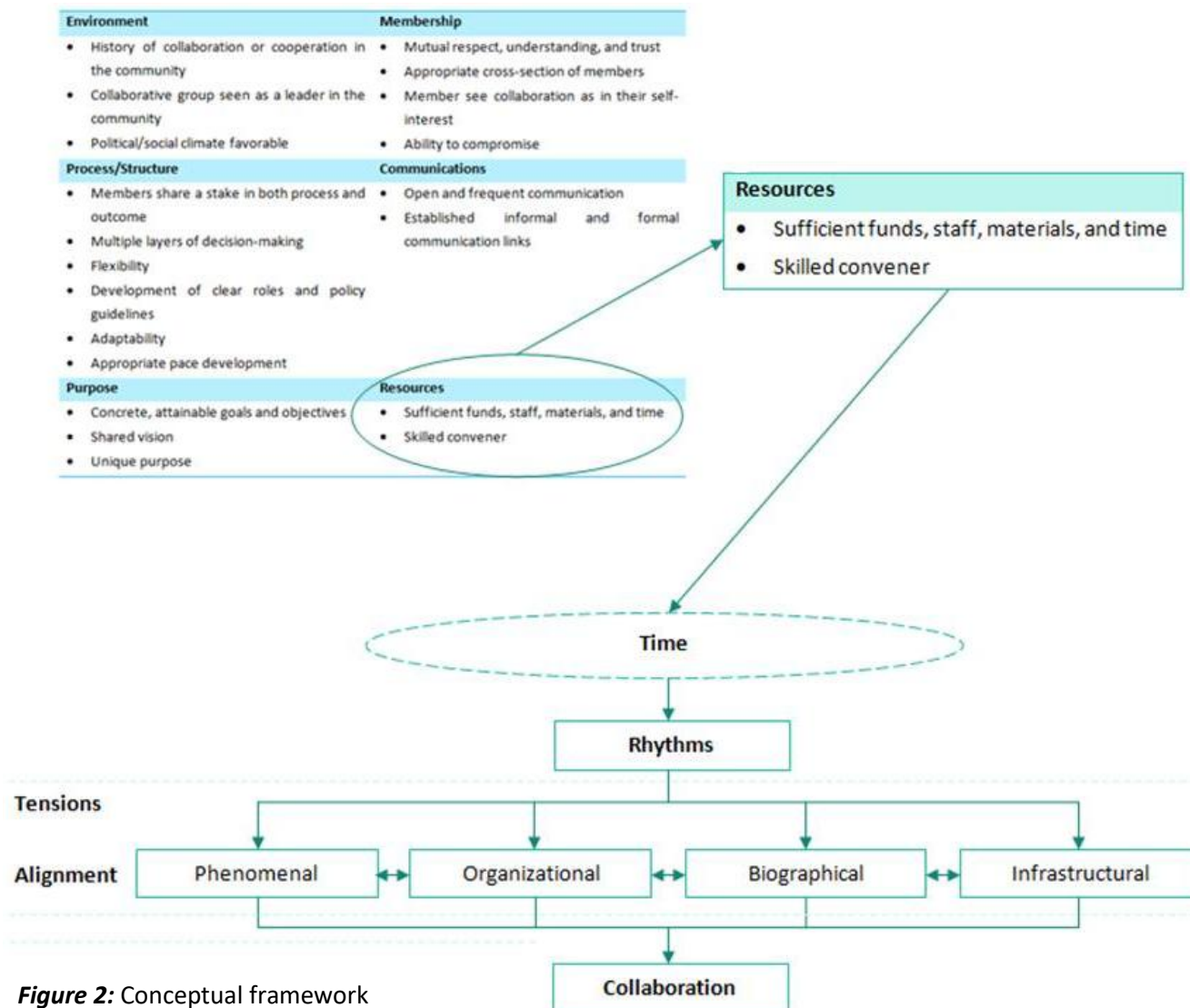


Figure 2: Conceptual framework

However, as mentioned in paragraph 3.1.1, Defining collaboration, collaboration is dependent on its social and cultural context. Additionally, knowledge in this study is also sensitive to the social and cultural context, as the study is approached through the interpretive paradigm. As such, the development of theory is sensitive to its context. So, based on the outcomes of this study the theory can be adapted (Brotherton, 2008, p. 37; Dr. M. E. Ormond, personal communication, September 2014). Here, which role which factors play in collaboration depends on the context in which it is situated. Furthermore, as mentioned in paragraph 3.1.2, Key factors in collaboration, additional research can potentially show which factors are most critical and provide additional factors. The same applies to the identified categories of rhythm. Therefore, the conceptual framework only functions as a framework that provides topics for the field research and as a base for identifying factors from the empirical data. Additionally, it provides a lens for analyzing the empirical data to identify rhythms, tensions in rhythms and its relation with the identified factors. However, the concepts in this framework are not seen as definite, formal concepts but rather as more general, sensitizing concepts (Boeije, 2010, p. 23). These concepts give “ideas of directions to pursue and sensitize to ask particular kinds of questions about the topic” (Boeije, 2010, p. 109). The model is open to potential other aspects, depending on the participants’ perceptions of aspects that are key to collaboration and the context they are situated in.

4. Methodology

This chapter provides information about the execution of the research. First, the research paradigm through which this study is conducted is explained. Then is explained from whom and how data has been generated. This is followed by how the generated data has been analyzed. Finally, the quality of the research is clarified, supplemented with the difficulties and limitations of this study.

4.1 Research paradigm

This study is approached through the interpretive paradigm. Ontologically seen, this means that “the world is complex and dynamic” (Brotherton, 2008, p. 27; Dr. M. E. Ormond, personal communication, September 2014). Reality is experienced differently as different people have different meanings (Brotherton, 2008, p. 27; Dr. M. E. Ormond, personal communication, September 2014). Therefore, the multiple realities of different participants about urban-rural collaboration have been studied in this research. Central to this was what people think, feel and see, depending on “their interaction with each other and with the wider social systems” (Dr. M. E. Ormond, personal communication, September 2014). As such, reality is determined by its context (Brotherton, 2008, p. 27) and “can only be imperfectly grasped” (Dr. M. E. Ormond, personal communication, September 2014).

Epistemologically seen, knowledge in this study is based on subjective beliefs, thoughts, values, actions, reasons and understandings (Brotherton, 2008, p. 36; Dr. M. E. Ormond, personal communication, September 2014). This knowledge is focused on understanding and explaining how people “make sense of the world they inhabit” (Brotherton, 2008, p. 36), “make meaning in their lives (...) and what meaning they make” (Dr. M. E. Ormond, personal communication, September 2014). Here, how values and meanings of different participants relate and connect to each other (Dr. M. E. Ormond, personal communication, September 2014) and to the “broader social context in which those beliefs, intentions, and actions reside” (Gorton, 2010) are taken into consideration. Knowledge in this study thus depends on its social and cultural context and so, context is an important element in this study (Brotherton, 2008, p. 37). The values and meanings of the participants can be best understood by interacting with them during the research (Brotherton, 2008, p. 28), in a real-world context (Brotherton, 2008, p. 37). The different beliefs and values are not inherently right or wrong, they are just different and so, multiple realities exist (Dr. M. E. Ormond, personal communication, September 2014).

Theory is also sensitive to the context. Theory in this study is useful, as it can provide a base for themes to address in the interviews (Dr. M. E. Ormond, personal communication, September 2014). In this way it can inform and guide the empirical data collection (Brotherton, 2008, p. 37). However, theory is not leading in this study and is revised based on the outcomes of the study. In this way, theory is being constructed from multiple realities, as the study looks at different things and perspectives in order to understand the phenomenon (Dr. M. E. Ormond, personal communication, September 2014).

4.2 Data collection

This study is characterized by an inductive approach, using a case study. Within this study, the geographical area Waterland (see paragraph 2.2, Rural developments in the Amsterdam Metropolitan Area, and appendix III, Waterland) has been used as a case study area. Through using real-world phenomena from this case, the theory within this thesis has been exemplified and further developed. So, this study is focused on exploring the phenomenon of urban-rural collaboration between Waterland and Amsterdam city, “in order to find empirical patterns” (Boeijs, 2010, p. 5; Brotherton, 2008, p. 16) that can function to built on and further develop the theory.

4.2.1 Sources of information

This study is largely based on primary data that has been generated by the researcher. Secondary data in the form of policy documents of the municipalities Amsterdam and Waterland, newspaper articles and earlier research have been used as background information and foundation for this study. However, the primary data generated by the researcher are key to this study and its results.

The primary data has been derived during the field research, from 21 individual tourism and leisure related organizations in Waterland and Amsterdam city. Within each organization the owner or a manager has been interviewed for approximately 45 till 90 minutes. There were different research populations. Firstly, there were the farmers in the region Waterland who offer tourism and leisure related activities next to their agricultural activities at the farm. Within this research population there were different subgroups: farmers with accommodation activities (such as bed&breakfasts, campsites, group accommodations) and farmers that offer day activities (such as sports activities, farming/educational activities, cheese and/or clogs making, tea garden). Secondly, there were the organizations in the region Waterland that have a more overarching function, such as municipalities, marketing and promotion organizations, agricultural and nature associations, and village councils. Finally, there were the organizations in Amsterdam city. In order to demarcate the study, it has been decided to only include some overarching organizations in Amsterdam city that play a key role in the development and spreading of tourists from the city center into the region, such as municipalities and marketing and promotion organizations.

4.2.2 Sampling

Participants have been selected through purposive sampling. This means that the sample (“the cases that will be examined and are selected from a defined research population”) (Boeijs, 2010, p. 35) was “intentionally selected according to the needs of the study” (Boeijs, 2010, pp. 35–36; Brotherton, 2008, p. 172). This has been done through theoretical sampling. Here, data collection, coding and analyzing jointly takes place. During the process is being decided “which data to collect next and where to find them, in order to develop (...) theory as it emerges” (Boeijs, 2010, p. 36). After the first, initial selection of participants, the snowball method has been used. This means that “an initial number of participants are asked for the names of others, who are subsequently approached”

(Boeije, 2010, p. 40). During and at the end of each interview I asked for other organizations and contact persons the interviewee could recommend. The sampling of new cases has been stopped when a point of saturation was reached. At this point, no new and further information was gained anymore (Boeije, 2010, p. 38).

As the Amsterdam Metropolitan Area is relatively large (see appendix I, The Amsterdam Metropolitan Area) it has been decided to focus on one specific, geographical area as a case study. This was decided in order to demarcate the study, taking into account the available time and resources for this study. The following criteria have been used to select a geographical area: an area where tourism and leisure activities already exist; an area that already receives a significant amount of tourists and visitors; an area where further development of tourism and leisure is being stimulated; an area that largely consists of agricultural land use and small (rural) villages; an area in which there are serious concerns about (the future of) the agricultural sector. Following these criteria, the region Waterland (see paragraph 2.2, Rural developments in the Amsterdam Metropolitan Area, and appendix III, Waterland) has been selected as a case study area.

In order to select participants several criteria have been used. Firstly, for the farmers the criteria were: the organizations must be located in the region Waterland; it is a farm that offers tourism and/or leisure activities as a secondary activity of the farm; if tourism and/or leisure is the main activity of the farm and there are little or no agricultural activities anymore, then at least the farm should be located remotely; preferably there is a mix between organizations that already have some kind of collaboration with Amsterdam city and organizations that have not; preferably there is a mix between small and larger organizations. Secondly, for the overarching organizations in Waterland the criteria were: the organization operates (mainly) in the region Waterland; the organization is directly involved in tourism development, promotion and/or marketing in Waterland; the organization has direct contact with tourism and leisure related organizations in Waterland; the organization is involved in small scale and/or rural tourism. Finally, for the organizations in Amsterdam city the criteria were: it is an organization that has direct contact with tourism and leisure related organizations in Waterland; it is an organization that has been mentioned several times by tourism and leisure related organizations in Waterland as an important actor; it is an organization that is involved in the development and spreading of tourists into the region.

4.2.3 Recruitment and access

In order to gain access to the field and to locate participants, several steps have been taken. First of all, a list has been made with all tourism and leisure related organizations in Waterland that could be found online. At the municipality of Waterland a list was available in their tourism vision policy document (Demmers-van Es & van Oostrom, 2015, pp. 64–68), which was very helpful as a starting point. Furthermore, the commissioner provided a few useful contact persons. A first selection has been made of organizations that met the criteria as mentioned in paragraph 4.2.2, Sampling, the best. By telephone, these organizations have been approached to explain what I was studying and to

ask if we could make an appointment for an interview. When asked for, I sent an e-mail with further details. This same procedure applied for the organizations that were recommended to me through the snowball method. Against my expectations, this approach worked out surprisingly well. Almost everyone I approached was very enthusiastic and willing to participate in my study. This made the recruitment and access to the field relatively easy. The advantage I had here was that the subject of this study is very topical, that most tourism and leisure related organizations are involved in this in some way, and that it were mostly small organizations which made it easier to directly get in contact with the right person (Boeije, 2010, p. 40).

At the end, I have contacted 28 organizations and/or contact persons. Of these, only six organizations and/or contact persons were not able or willing to participate and one organization did not reply. So finally, the sampling and recruitment has resulted into 21 conducted interviews. This included thirteen farmers, among which six that offer day activities, six that offer overnight accommodations and one that offers both. Furthermore, five overarching organizations in Waterland and three organizations in Amsterdam city were also included. Each of these interviews lasted between approximately 45 to 90 minutes.

4.2.4 Methods and instruments

This study focuses on gaining a deeper understanding of why urban-rural collaborations between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exist only limited. Herewith is being described which and how different factors do stimulate or restrain organizations from collaborating. The purpose of qualitative research is “to describe and understand social phenomena in terms of the meaning people bring to them” (Boeije, 2010, p. 11). Additionally, the qualitative research method is mainly used to “understand what is going on in the field and to discover theoretical perspectives (...) and concepts” (Boeije, 2010, p. 5). As such, a qualitative research method best fits this study and so, was used to generate data.

The used method of data collection was interviews. As mentioned before in paragraph 3.1.1, Defining collaboration, the definitions, concepts and factors derived from the literature are open to other understandings. These are dependent on the participants’ understanding and the context they are situated in. By using interviews as data collection method the participants were able to describe their meaning, experiences and concerns about the phenomenon in their own words. In this way, some insider (emic) knowledge was tried to be gained (Boeije, 2010, p. 62; Dr. M. E. Ormond, personal communication, September 2014; Hammond & Wellington, 2013, pp. 56–57). As this study was trying to find a true understanding of what is going on, semi-structured interviews have been used. Here, the content, formulation, sequence and answers are not fully established. Rather, a list of topics and questions “to be answered at some point in the interview” (Boeije, 2010, p. 62) has been developed (see appendix VII, Interview guide). This was dependent on and adjustable to how the interview progressed. In this way, rich and detailed data was collected from the participants own views and words, while simultaneously the preconceived topics could be complemented. This also

made the interviews progress in a more flexible and natural way (Boeije, 2010, pp. 62, 67). In this way, the participants were subjects engaged in the production of knowledge (Dr. M. E. Ormond, personal communication, September 2014). The list of topics and questions helped the interviewer in asking questions, continuing the interview and to complement the information given by the interviewee with topics that had not been discussed yet. Furthermore, the list of topics and questions helped to address more or less the same topics during the different interviews. In this way, the data of different participants could more easily be compared to each other (Boeije, 2010, pp. 62, 67).

4.2.5 Ethics

Before the interviews started, the researcher provided an introduction to the research (see appendix VII, Interview guide). Here was explained what the purpose of the interview and research is, for whom the research is conducted and why the interviewee was selected. Afterwards was explained how and for what the information from the interview would be used. Before the interview started the interviewee was asked if everything was clear, whether they still had any questions and was emphasized that they were not obliged to answer. In this way, informed consent was being guaranteed. This ensured that “the participants are placed in a situation where they can decide, in full knowledge of the risks and benefits of the study, whether and how to participate” (Boeije, 2010, p. 45).

The participants were free to decide whether they wanted to participate in this research or not. When they decided to participate, they were also free to decide which information they wanted to share during the interview. Before the interview started it was emphasized that recordings and transcripts would not be disclosed to others. In this way, the privacy of the participants was ensured as well as that the information would be handled confidentially. Following this, it was also emphasized that names of participants and/or organizations and other “unique identifiers” such as “addresses, places, professions and so on” (Boeije, 2010, p. 46) would not be attached to the data. This in order to ensure the anonymity of the participants.

4.3 Data analysis

In order to analyze the data, all interviews have been recorded with permission of the interviewees. These recordings have been transcribed. As transcribing the interviews takes a lot of time, only the relevant parts of the interviews have been completely transcribed.

After transcribing the interviews, the texts have been analyzed. First, all data has been segmented, using open coding. Here, data was divided into relevant and meaningful fragments, compared, grouped into categories and given a code. This resulted into a coding scheme (see appendix VIII, Coding scheme). The codes were partially deductive, based a priori on the theory and the theoretical framework. Partially, they were inductive and emerged from the data (Boeije, 2010, pp. 79, 96–101). To each fragment a code has been assigned. Fragments with the same meaning received the same

code. To make the coding more transparent, each code received its own color. The fragments that belonged to a code also got that color. In this way, it became easier to collect fragments that treat the same topic from the different interviews (Boeije 2010, pp. 79, 96).

After the open coding, axial coding has been used. Here, the data has been reassembled. The different categories have been considered again in order to find relationships between categories. Main codes and sub-codes have been distinguished and the sub-codes were assigned to a main code. This helped to find out which categories can be considered as the most important ones and which as less important, in this way reducing and reorganizing the data (Boeije, 2010, pp. 79–82, 108–109).

Finally, selective coding has been used. Here, connections between the categories were made. In this phase, a category has been chosen as core theoretical concept in order to further develop the theory (Boeije, 2010, pp. 114–116).

When analyzing the data, the researcher also interpreted the data and so, was a co-creator of meaning and brought its “own subjective experience to the research” (Dr. M. E. Ormond, personal communication, September 2014). By comparing and combining the multiple realities, an understanding was gained about which and how different factors stimulated and restrained organizations from collaborating (Brotherton, 2008, p. 36; Dr. M. E. Ormond, personal communication, September 2014). Moreover, the factor that is central to restraining urban-rural collaboration has been identified in this way, making theory development possible.

4.4 Quality of the research

Although the achievement of reliability, validity and generalizability is difficult in qualitative research, several measures have been taken to approximate this. Through using a semi-structured interview guide the data collection was partially standardized. This makes it more likely that similar questions will be asked when this research is repeated. Still, as the semi-structured interview method allowed for additional questions and changes in the questions, it is likely that a repeated research will not fully gain the same outcomes. Additionally, a relatively large sample has been used, only ending the sampling when saturation was reached. In this way, by using a large enough sample, it is likely that potential unsystematic errors are canceled out by each other and that data analysis will result in comparable outcomes (Boeije, 2010, pp. 169, 173–174). Through these measures, the reliability of this study has been improved.

Different sub-groups within the population have been included in this study. Also, almost everyone was willing to participate. In this way, a complete story could be gathered. Additionally, trust was being gained from the participants. This was done by choosing a qualitative research method, which was conducted face-to-face on a one-to-one basis at the natural setting of the participant as a real-world context (Brotherton, 2008, pp. 37, 151; Dr. M. E. Ormond, personal communication, September 2014). Additionally, the researcher told something about herself and her background,

tried to create a more or less informal setting and tried to make the participants feel comfortable. In this way, the participants were very open and did not keep silent about things. Furthermore, the researcher did not have any expectations or desires for any direction of the results and started the research with an open mind (Boeije, 2010, p. 170). Through all of this, the internal validity of this study was ensured.

For this study, as many participants as possible were included, until saturation was reached. Also, participants were included from the different sub-groups in order to cover the variation within the population. In this way, although not the whole population was included in the study, generalizability for this population was ensured. However, the generalizability of this study only stretches the chosen case study, Waterland. Although it seems likely that other geographical areas in the surrounding of Amsterdam face more or less the same issues in relation to urban-rural collaboration, it is possible that there are important differences as local circumstances differ (such as geographical distribution of land use, governmental support, laws and regulations, etcetera). The knowledge and reality in this study is dependent on the social and cultural context of this study (Brotherton, 2008, p. 37). Therefore, this study is not one-to-one generalizable to other areas surrounding Amsterdam.

4.5 Difficulties and limitations

This research faced a few limitations. First of all, urban-rural collaboration consists of two sides: the urban side and the rural side. During the writing of the research proposal there were already doubts whether it would be possible to include both sides in the research, taking into consideration the time frame for this study. Here, it has been decided to focus on the rural side in first instance. In this way, it could be found out whether there would be possibilities and interest in collaboration with Amsterdam city and in further development of tourism and leisure at all. During the field work it appeared that there is an interest and there would be possibilities. Resulting from this, it became relevant to gain some more knowledge about the interest and possibilities seen from the urban side. However, within Amsterdam city there is a huge amount of tourism and leisure organizations. Considering the available time for this study it would be impossible to include a representative number of participants from the city. Therefore, the choice has been made to include a few overarching organizations, that were also mentioned as important organizations by the rural participants. This choice has been made based on the belief that such overarching organizations could provide a first, global insight, not only based on their own experiences but also on what they see and hear from their partner organizations in the field. However, in this way the insight into the possibilities and interest from organizations in Amsterdam city is only limited. More detailed and concrete information could have been gained by interviewing the partner organizations (such as hotels, boat trip organizations, tour operators, bike rentals, catering, etcetera). Unfortunately, within the time frame of this study it was not possible to do this.

Following this, a difficulty has been experienced in recruiting participants in Amsterdam city. Whereas recruiting participants in Waterland went surprisingly well, it appeared to be more difficult to recruit participants in Amsterdam city. Comparatively the request for an interview has been rejected more often in Amsterdam city. Most likely, and also coming forth from the received answers, there were several reasons for this: in general, it were larger organizations in which people were not able to make time for an interview; people were very busy with other activities; but most importantly, people had already been approached by and participating in (thesis) research regularly, which forces them to make choices and better balance whether to participate or not. In this respect, Amsterdam seems to be a more popular and more frequently chosen research area than Waterland. This makes that organizations are being approached often, have to make choices, and researchers will be rejected more often. However, luckily I have found a few participants who were very open, willing and above all able to participate.

Additionally, as the snowball method was the most important method to find participants for this study, it could be possible that the sample is slightly biased. Possibly the participants have referred the researcher mainly towards farmers with tourism and leisure activities that are already very enthusiastic about tourism and leisure. As such, they might also be more enthusiastic about collaborating with partners in Amsterdam city. Although there are no clear indications for this, it should be kept in mind that farmers with tourism and leisure activities that are less enthusiastic about collaborating with partners in Amsterdam city were possibly left out of this study unwittingly. So, although this study reveals that many farmers with tourism and leisure activities do see potential in collaborating with partners in Amsterdam city, there will undoubtedly also be farmers with tourism and leisure activities that have no interest in this.

Furthermore, there is a limitation in the data analysis. As Boeije (2010) describes, it is recommended “that researchers work in a group instead of on their own” (p. 106) during the coding phase of a research. Working together ensures that there is a “systematic approach to coding” in which “certain fragments are systematically awarded the ‘correct’ code” (Boeije, 2010, p. 106). During this research it was not possible to work together with other researchers when coding the data and so, inter-rater reliability was not possible. Therefore, the interpretation of the data and the assigning of codes was dependent on the interpretation of the researcher and different views could not be exchanged.

In addition to this, researcher triangulation was not possible. The data has been collected by one researcher. As Boeije (2010, p. 177) argues, when data is collected by several researchers the potential bias coming from one researcher doing all the data collection is reduced. Unfortunately this was not possible for this research. Also in the analysis phase working in a team can provide a “higher level of conceptual thinking than can individuals working alone” (Boeije, 2010, p. 178). This can raise the analysis to a higher level of abstraction. Although it was not possible to do this in a team of researchers, several consultations with the supervisor provided some new perspectives on the analysis and important theoretical concepts. This improved the analysis towards a higher level.

5. Results

This study aims to better understand why urban-rural collaboration between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exist only limited. For this, Waterland was used as a case study area. It was studied which and how different factors make that tourism and leisure related organizations in Waterland do collaborate or are restrained from collaborating with tourism and leisure related organizations in the city center of Amsterdam. Here, the role of rhythm was especially focused on. In this chapter, the results of this study are presented. It starts globally with describing whether participants collaborate and why. This is followed by a presentation of factors as mentioned by the participants. This includes factors that make current collaborations work and factors that limit collaboration with partners in Amsterdam city. Then, the presented data are analyzed. First, the factors as mentioned by the participants are analyzed, using the theory about key factors in collaboration. Then, the analysis focuses on rhythm. The role of rhythm in collaboration is being analyzed. Here, the theory about rhythm is used to identify rhythms and tensions in these rhythms from the empirical data.

5.1 The already existing collaborations in Waterland

All participants in this study collaborated, to a greater or lesser extent, with other partners. Many of these collaborations were on local level, within Waterland.

Collaborations of overarching organizations in Waterland

The organizations in Waterland with a more overarching function (such as municipalities, marketing and promotion organizations, agricultural and nature associations and village councils) play an important role in connecting different partners with each other. As one of these overarching organizations in Waterland mentioned about the importance of this: *“I think that connecting became really important for us. So I’ve been busy to get everyone together, (...). Because a tourist doesn’t come for one specific destination, they come for a nice holiday. And especially to also involve entrepreneurs much more.”* (translated from Dutch). The overarching organizations collaborate with each other as well as with entrepreneurs in Waterland. Here, collaboration largely consisted of informing, sharing knowledge, experiences and ideas, referring to each other and aligning activities with each other. Sometimes it also involves the commonly organization of activities and plans.

Collaborations of farmers in Waterland

Next to these overarching organizations, the farmers in Waterland often collaborate with each other and with other local entrepreneurs. These collaborations largely consisted of helping, informing and referring to each other. For example, bed&breakfast owners refer to each other when their own bed&breakfast is fully booked, or overnight accommodation owners refer to the organizations that provide activities and vice versa. As one of the farmers described it: *“We’re not competitors, but competing colleagues.”* (translated from Dutch).

Additionally, sharing knowledge, experiences and ideas is also important here. One of the farmers described: *“And we’ve been together (...) to talk about how you’re doing things, what you do, what you don’t, and that’s nice. (...) And meeting an afternoon to talk, you know, how much do you ask, what do you offer and well, that’s nice.”* (translated from Dutch). For this and for example to jointly promote their organizations, some of the overnight accommodation owners are united in ‘Hotel de Boerenkamer’. This is a collaboration for bed&breakfasts, group accommodations and meeting locations. Another form of collaboration is the central rent of (gypsy) caravans. Here, one entrepreneur provides farmers with a caravan at their farm, arranges the administrative matters and organizes (informal) meetings once in a while. At their turn, the farmers receive the tourists.

Furthermore, the farmers use their contacts with other entrepreneurs in order to provide their visitors with information and examples of what to do and experience in Waterland. As one of the farmers mentioned: *“And together you create a strong region. Look, if we would be the only entrepreneur in this area it wouldn’t have been as busy as it is with all of us [entrepreneurs] together. People really plan a whole weekend here and then they do all kinds of activities.”* (translated from Dutch). Three of the thirteen farmers even expanded this into developing (customized) arrangements for their visitors.

Finally, the farmers use their contacts with the overarching organizations mainly to attend (networking/information) events, as referrer for visitors towards their company or to get around plans for development. Here, only one of the farmers mentioned to actively collaborate and participate in (marketing and promotion) activities of an overarching organization.

Collaboration with partners at a national level

The participants in Waterland sometimes had connections at a national level as well. Here, participants mentioned to collaborate with tour operators or tour guides in order to offer trips and receive visitors. Additionally, they often had connections with online organizations such as booking.com, Airbnb, groepen.nl, Belvilla, routes.nl and fietsnetwerk.nl. Furthermore, the overarching organizations collaborate with fairs and magazines. Through this, some farmers were also connected with these fairs and magazines. This form of collaboration was mainly about gaining publicity from which to receive visitors.

Collaboration between partners in Waterland and Amsterdam city

Some of the participants mentioned to collaborate with partners in Amsterdam city. Collaboration with partners in Amsterdam city mainly took place through the overarching organizations in Waterland. This was often with overarching organizations in Amsterdam city, such as marketing and promotion organizations and municipalities. In paragraph 2.1.2, Actions taken in response to the growth, the projects ‘Visit Amsterdam, See Holland’ and the strategic agenda of the Amsterdam Metropolitan Area were described. This already revealed the large-scale collaboration between municipalities and marketing and promotion organizations in Amsterdam city and Waterland.

Additionally, the overarching organizations in Amsterdam city also try to connect with entrepreneurs in Waterland, through workshops and (networking/information) events. However, as one of the overarching organizations in Amsterdam city mentioned, contact with the entrepreneurs in Waterland mainly takes place through the local overarching organizations in Waterland. As this participant argued: *“You’ve got [the local overarching organizations] the most substantive knowledge about your area and its offer. So we use you as an outpost to communicate things to your own partners.”* (translated from Dutch). For these overarching organizations the collaboration largely consists of informing, sharing knowledge, experiences and ideas, aligning activities with each other and commonly organize activities and plans. As one of the overarching organizations in Amsterdam city explained: *“Because partners see chances they can better realize collectively or they see threats they can face better collectively.”* (translated from Dutch).

Furthermore, three farmers mentioned to collaborate with partners in Amsterdam city. These partners in Amsterdam city included a tour operator, several hotels and restaurants, bicycle rentals and conference and meeting locations. Here, offering activities for their visitors and receiving visitors were most important to these collaborations. For one of the farmers, gaining publicity was especially important: *“Otherwise they won’t come, or they don’t know you’re here and then... well you have to present yourself. And reach tourists at the point where they leave the door. By bike, or in any other way...”* (translated from Dutch). One of these farmers was actively looking for collaboration with partners in Amsterdam city themselves. For the other two farmers it were the partners in Amsterdam city that take the lead in the collaboration. They initiated it, organize it and maintain the contact with the visitors.

However, within the sector of tourism and leisure still most participants mention to not collaborate or have any connections with organizations in Amsterdam city. Within the sectors of food, education and care, collaboration with partners in Amsterdam city was more often mentioned.

5.2 Factors that are key in collaboration according to the participants

The participants mentioned several factors that are important in the collaborations they are already involved in, to make the collaboration work. Additionally, several factors were mentioned that make collaboration with partners in Amsterdam city difficult. Although these factors restrain the participants from collaborating with partners in Amsterdam city, most of the participants do see a lot of potential in collaboration with partners in Amsterdam city. All of this will be further elaborated upon within this paragraph.

5.2.1 Factors that make current collaborations work, as mentioned by the participants

Several factors were mentioned by the participants that were important in the collaborations they are already involved in, making collaboration work. These factors will be presented in this section.

Sharing of experiences, knowledge and ideas

Sharing of experiences, knowledge and ideas was important in all different kinds of collaboration in this study. The overarching organizations mention to often share knowledge and experiences with other overarching organizations, in order to inform and align with each other. This includes for example information about projects they work on, information about the market and target groups, and research results. As one of the overarching organizations stated: *“To keep each other informed, to make sure we don’t do things twice, well, to strengthen each other.”* (translated from Dutch).

Additionally, the overarching organizations also share knowledge and experiences with the entrepreneurs. This is often training and educational related information, such as trends and developments, information about the market and hints for further development. As for example one of the overarching organizations stated: *“...maybe the marketing of their product doesn’t completely fit the wishes of the target group, the needs (...). (...) and we try to guide a bit here, and we also organize workshops for, but well that is also just to transfer knowledge...”* (translated from Dutch).

Finally, farmers also share knowledge and experiences with each other. This often includes practical hints, such as how one deals with certain things, how one organizes things and the prices they ask. As one of the participants explained: *“(...) and then there’s some time to talk with each other and that’s really nice. Because everyone has to deal with difficult guests sometimes or well, what do you do with the cleaning and which laundry service do you use and that kind of things.”* (translated from Dutch).

To give and receive, and trust

The overarching organizations in Waterland and Amsterdam city did not mention issues as giving and receiving and trusting the partner as such. However, the farmers did. The farmers mention that it feels good to grant each other something on one side, and on the other side to receive something back sometimes. However, this should be more or less in ratio with each other, for example the division of the revenues or the amount of time and effort spent in it. As one of the farmers said: *“Yes, it’s giving and taking, you send them to someone and another sends them back to you.”* (translated from Dutch). Another farmer argued: *“Yes, and the partner may earn some money from it, but I want to earn from it as well. (...) it shouldn’t be that the one who’s organizing it takes the half and we get nothing, the ones who do the work. Off course that’s not how it works. (...) But if it’s fair (...), well then I think, that’s fine.”* (translated from Dutch).

Similarly, some farmers mention that trust is important when they collaborate with someone. This includes for example that they can trust their partner being a good host for their guests, that the partner honors their agreements and that the partner does something back for them now and then. As one of the farmers explained: *“Then I want that, that the welcome [for the guests] is good and that on the agreed time, that they [the hosts] are really there and have everything prepared. Well that’s, on the other side, you have to build trust with people...”* (translated from Dutch).

These issues of giving and receiving and trust can be critical in collaborating with someone or not, as this same farmer argued: *“And that’s why you work together with some partners only once and with others more often. Because well, that’s what you do. You do it once and if I didn’t like it, well then I won’t work together with someone again.”* (translated from Dutch). Another farmer said: *“It’s difficult to collaborate with them. They do not honor their agreements. That’s annoying.”* (translated from Dutch).

Strengthening each other and jointly achieving things

Various participants, both overarching organizations as farmers, mention to collaborate in order to strengthen each other and/or to achieve things together. This is mostly related to the promotion, development or sales of the touristic offer in Waterland.

With regard to the promotion, participants mention to collaborate in order to jointly promote their products or Waterland and its touristic offer. Additionally, some participants also promote each other, for example to provide visitors with advice about activities within the region that best fit the visitors’ interests. As one of the farmers explained: *“I prefer to refer visitors to someone else, when I notice that it’s not my kind of group you know, I cannot do so much for them. Then they still remain in the region, so you keep those euros in the region. I hope more people think like this, that would be great.”* (translated from Dutch).

Additionally, participants collaborate in order to further develop the destination (such as public transport and roads). They also collaborate to offer a wide variety of experiences and activities that supplement each other (for example overnight accommodations, day activities and restaurants). In this way, they try to create and remain an attractive destination as much as possible and to profit the most as a region. As one farmer argues: *“It’s also in your own interest to say that there’s as much as possible to do in the region. (...) together, you have to share as much as possible about each other, share that there’s a lot to do here. The more tourists will come. The more there is to do, the more people will come. That’s also in Amsterdam, there’s a lot to do at a small surface and that’s why there are so many tourists. (...) You really get people into the region if there’s enough to do. (...) Together you stand strong.”* (translated from Dutch).

Furthermore, participants also collaborate in order to sell each others product. As one of the farmers explained: *“And I prefer much more to sell something for someone else, because hopefully he will do the same for me once. Instead of having people end at the Zaanse Schans again. Of which you know that it’s not that interesting for them but also not for the normal, small-scale entrepreneurs.”* (translated from Dutch). Additionally, some participants mention to collaborate with someone who can sell their product for them, for example a tour operator or tour guide. In this way, they do not have to do the sales, marketing and related administrative matters themselves. They leave it to someone who has more skills and abilities to do this. This also makes it possible for them to fully focus on what they really like to do; their products and activities.

From the interviews it appeared that the vision or interest of partners can be critical in strengthening each other and jointly achieving things. If different partners have different visions or interests, this can become difficult, if not impossible.

Leading partner

A few examples were mentioned of existing collaborations in which one partner took the lead and organized the collaboration. One of the farmers mentioned to collaborate with a tour operator operating in Amsterdam city. This tour operator reserves some dates well in advance, in consultation with the entrepreneur. The tour operator brings tourists together in small groups. A few days in advance, the farmer is informed if the tour will continue and with approximately how many people. On the day itself the farmer is informed about the definitive number of people. Once a month, the farmer sends an invoice to the tour operator. The tour operator takes care of all further administration and the contact with the tourists.

Another participant mentioned to collaborate with someone who rents bird watching huts. Again, this person takes care of the contact with the tourists, the bookings and administration. Another example is the central rent of (gypsy) caravans. Here, the partner also takes care of the contact with tourists, the bookings and administration. Additionally, the partner even provides the farmers with caravans, so that the farmers do not have to invest in this themselves. The partner also organizes meetings with all partners once in a while.

Within all of these collaborations the participants mention to be very satisfied with this: *“And that’s nice, that works good.”*, *“Ideal. I really find it ideal.”* and *“So that’s, it works good for the farmers, the farmers are happy with it. And that formula works (...).”*. Also in other sectors, such as care and education, such constructions are found and mentioned by the participants (for example Stichting Landzijde for care and ANMEC for education).

5.2.2 Factors that limit collaboration, as mentioned by the participants

Many of the participants still do not collaborate with partners in Amsterdam city. Several factors were mentioned that make collaboration with partners in Amsterdam city difficult according to the participants. These factors will be presented in this section.

Differences in types of entrepreneurs

In general, two types of entrepreneurs were distinguished by the participants: 1) the farmers that have tourism and leisure as main activity and the farm has become a secondary activity or even abandoned, and 2) the farmers that have the farm still as main activity and tourism and leisure as secondary activity.

The first type of entrepreneur is in general considered as more involved in collaborations and the tourism and leisure sector. This is partially also because they have got more resources (such as time

and money) and interest for this. As one of the overarching organizations described: *“Especially in the tourism sector you often got a lot of smaller SMEs that are already happy if they still exist in three years, let alone that they will make long term plans now about how they can attract more visitors in ten years.”* (translated from Dutch). At the same time the activities and way of working of the second type of entrepreneurs is often different and less commercial than that of the first type of entrepreneur or the bigger, more commercial organizations in Amsterdam city. This also makes collaboration between the different types of entrepreneurs more difficult. As one of the farmers aptly described: *“I also see a lot, a few people that just see the bed&breakfast as a nice secondary activity, as a nice extra, (...), and for us it’s really a substantial flow of income. So that’s a really different approach.”* (translated from Dutch).

Individualism

Related to the difference in entrepreneurial type, the second type of entrepreneurs are often considered to be more individualistic. Again, this has often to do with resources such as money and time and their interest in collaboration. Several participants for example mentioned to do their own promotion, as they are not willing or able to pay for the activities of promotional organizations. Additionally, as one of the overarching organizations mentioned: *“It has also to do with the fact that off course a complete different branch is their core business. So they are not used to pay for exposure, they never had to do that because well, you’re a farmer and you sell your milk or you sell your meat or whatever. But tourism is off course a really different branch.”* (translated from Dutch).

Furthermore, also within existing collaborations individualism makes collaboration difficult sometimes. Partners have their own individual interests, which always causes some kind of tension. This also happens among the overarching organizations. For example, some entrepreneurs or geographical areas mainly want to promote themselves and not the others. In the development of the tourism sector, some municipalities appear to mainly focus on their own policy, without connecting it with the surrounding municipalities. As one of the farmers described: *“You have to realize, and maybe we did that too less in the beginning, that you’re all individualists, so if you have the choice, or for yourself or for the collective, then everyone chooses for themselves.”* (translated from Dutch). Here, the partners’ individual interests outweigh the collective interests. However, as one of the overarching organizations emphasized: *“The market is large enough to all profit from it. So I wouldn’t be too afraid to step over your own shadow and to simply choose for the best solution instead of the solution in which your name is mentioned most often.”* (translated from Dutch).

The farmers mentality

Also closely related to the type of entrepreneurs and individualism, is the farmers mentality. One of the farmers described that they, but probably also farmers in general, are used to their own freedom and making their own planning. They do not want to be influenced by others as then, they cannot do things in their own way anymore. Farmers want to do everything themselves according to this

farmer. The farm is something they are working on and investing in already their entire life, so they simply do not want to have too much involvement of others.

Additionally, some participants argue that farmers are often not used to collaborate. As one of the farmers argued: *"They're off course always used to work alone. (...) But as they say themselves, yes, we're not good in collaborating, we also never learned to do that. Farmers do it themselves, they take care of themselves, fight themselves back from extinction (...). Yes, but they are fighters."* (translated from Dutch). Additionally, as another farmer mentioned: *"You also have to bear in mind, where we come from as agricultural community. Farmers were known for their little communication, preferably being occupied with (...) nature, with cows, with animals, with everything but rather not with humans."* (translated from Dutch). So this means that for some farmers it is still difficult to receive tourists on their farm and to collaborate with other people. Not all farmers are good at this.

Lack of (a partner with) knowledge and skills about the market in Amsterdam city

Several participants mention that Amsterdam city is relatively unfamiliar territory for them and so, they do not know who they can approach for collaboration. As one farmer said: *"But well, it's difficult where to start, where you can find these companies. And I'd really like to do some more with it but I just don't really know how."* (translated from Dutch). Additionally, some participants consider it to be difficult to get into the tourism network in Amsterdam city. As one of the farmers described: *"Amsterdam is a closed block for me in which it's very difficult to get in there seen from a touristic perspective."* (translated from Dutch). Furthermore, a farmer mentioned to find it difficult what to offer towards visitors in Amsterdam city: *"Yes, and to be honest, I also cannot sufficiently the needs from the city, what I could offer the city. Or the tourists from the city or whatever, just how you, because I'm still really into new things to say so. But I've got no idea how we share common ground with each other."* (translated from Dutch).

As several participants argue, there seems to be a need for a central partner with the right knowledge and skills to organize collaboration with partners in Amsterdam city. As one farmer mentioned: *"You know, I don't know how to, I like the plan, I would prefer to (...) let's say, every Tuesday to receive such a group. (...) But I don't know how to get them here, I don't know where to reach them. But there are other people for this, who can do that. And that's nice if you can have such a collaboration. (...) there should simply be someone who picks it up. There should be an organization, an event agency or so in Amsterdam who picks it up."* (translated from Dutch). Also several other participants mentioned that it would be great if there would be an organization in Amsterdam city who can initiate and organize the collaboration.

Lack of time, capacity and money

Next to the lack of knowledge and skills, participants also mention to lack some other resources. First of all, time was regularly mentioned. Often, the participants mentioned to be involved in multiple activities or to have several jobs. This includes for example the farm, broadening activities and

sometimes also a job for an employer. This makes that they do not have a lot of time left over to delve into new projects. As one of the farmers said: *"I mean at this moment I don't have the time and the energy and also not the resources to now, to pick it up [collaboration]."* (translated from Dutch). In addition to this, several participants mention that it would save a lot of time when someone else could do the administrative matters and maintain the contact with the visitors. They experience difficulties in finding time for such issues. Some also mention to not have the right skills for this. As one farmer who has experience with an organizing partner in another sector explained: *"Yes, he knows all languages, I cannot, I'm not so good in all languages. He develops a whole programme, because I'm not that good in working with the computer. I receive a paper and I print it and I can see exactly which name it is, who it is and that sort of things. (...) they arrive at this date (...). And that, yes it works really good. And that is, it's some work, but it's not a lot of work. So it's not, administrative difficult to say so, not so difficult, it makes it a bit easier."* (translated from Dutch).

Secondly, closely related to the available time is the capacity of the organization. Several participants mentioned to be too small and so, to have too little time to arrange new activities or collaboration. As one farmer said: *"No, no, no. We've got the business just with the two of us (...) so I mean, you know, that's difficult. Look, you shouldn't forget, we've got (...) many things to do and if you have to be busy with even more things to organize, well at a certain moment it simply becomes too much."* (translated from Dutch).

Finally, again closely related to the time and capacity, money was regularly mentioned by the participants. Due to their limited income and tourism and leisure being a secondary, supplementary flow of income, many participants are not willing or able to pay for joining collaborations. For example, to join marketing and promotion organizations is often too expensive for them, in comparison to their income from tourism and leisure. As one farmer argued: *"And look they all want to help you, but at a certain moment a certain amount of money is asked for it and then I think, well we don't yield that much yet or we cannot afford it yet you know, so then, you keep it off to say so."* (translated from Dutch). Additionally, one of the overarching organizations explained: *"And well, it all remain small businesses that sometimes have difficulties to survive when something happens in the tourism sector (...). And that's also what you saw with the touristic brochure, when asking who wanted to advertise, it were always the bigger ones who participated. But well, they've got enough money to participate for 100 euros, but for a small business that's already a lot of money."* (translated from Dutch). Also the margins of some tour operators are too high which prevents them from collaborating. In general, up to approximately 20% margin is still reasonable for them, dependent on the activities the tour operator takes care of.

Additionally, there are serious plans to develop a visitor centre at the border of the city. This will connect the city with the rural area. Entrepreneurs can get together here and collaborate. Although all preparations such as plans and permissions are finished, no financier can be found. As such, money is again the factor that still restrains collaboration here.

Difficulties in communication

With regard to the types of entrepreneurs, the second type of entrepreneurs seems to experience difficulties in the communication with the first type of entrepreneurs and partners in Amsterdam city. There appears to be a difference in subjects to talk about and the language used. The second type of entrepreneurs often have a more practical approach, whereas the first type of entrepreneurs and especially the organizations in Amsterdam city often have a more commercial approach. As one of the overarching organizations explained it: *“Yes, a while ago there were also some meetings organized from Amsterdam were entrepreneurs, also from the region here, agrarians, could go to to network, meet and great, do a pitch. And they also communicated it in this way and well, an agrarian entrepreneur doesn’t have anything with that, that distance is way too large. (...) then you could do a sort of speed dating and you can do a pitch, yes, say that to farmer X. He drops out immediately, he doesn’t feel, he cannot do anything with that.”* (translated from Dutch). Additionally, one of the farmers said: *“And those people spoke such another language then we agrarians.”* (translated from Dutch). As another farmer who organizes meetings for farmers once in a while argued, easily accessible meetings work better for them. Meetings in which they simply can talk about what they are doing, share experiences and discuss how things can be improved: *“Well, off course they find it interesting to think about it and to talk about it. But that’s easily accessible. It’s not about business formulas or economic revenue models or so. It’s just about how do we do that, how can we do it in a convenient way.”* (translated from Dutch). Furthermore, communication with the governments is difficult sometimes, due to the different layers within the government people have to deal with.

Something else that made collaboration difficult sometimes, is lack of communication about the continuation of things. When participants participated in a collaboration or meeting, they sometimes did not hear anything anymore about what will be done with their plans and ideas. This discourages people to participate again, because they do not feel taken seriously. As one of the farmers argued: *“I noticed they [other farmers] were all pretty cynical. Yes. So like well, we still have to see if they will really present it in this way towards the tourists (...). And well, actually I didn’t hear anything about it anymore.”* (translated from Dutch).

Unequal distribution of power: little authority for the farmers

As many of the participants described, there is an organization in Amsterdam city that could potentially be interesting to collaborate with. However, all farmers mentioned to not want to collaborate with this partner. They consider this partner as set too commercial, having too much power, prioritizing quantity above quality, and having too much decision making power. This organization decides when they come, with how many people and how much money they want to receive for it, without giving farmers any voice in this. A few citations that clearly demonstrate these issues are: *“But that is someone I always hear that he always wants to take all out of it, even with its partners, so that one, he doesn’t have a good reputation. So I also don’t collaborate with them, I keep them away completely.”* (translated from Dutch), *“But that’s not quality tourism. And that’s were a lot of people I know refrain from. They say, I want to work hard, but I want to be paid fair and I don’t*

want to be some kind of tourist trap. That's simply something you don't support." (translated from Dutch) and *"They're so dominant that they decide what we will do. And that's not always possible."* (translated from Dutch). Additionally, this also goes for tour operators in general. Tour operators use their power to decide with whom they collaborate. If another partner provides a better offer, with better prices, they leave. In this way, entrepreneurs can suddenly lose an important source of income. In this light, tour operators can be very capricious partners. As one farmer explained: *"And actually it's like this that you, you have to be careful to not be played out by, surrendered to the tour operators. That, and that's also, that also happens. (...) sometimes we lose drivers and guides because they're taken over by another tour company who says well, we've got a contract with another partner who does want to pay us. So then each time we lose this driver and these guides with their groups. And that's actually how it works."* (translated from Dutch).

Furthermore, also the governments have a lot of power, as they can decide whether they give permission or not for a plan, for example for the visitor centre that is planned. They can decide whether they provide a subsidy or innovation budget for an initiative or not. This can be decisive for a (collaboration) project.

Mismatch between daily working- and seasonal schedules

Many of the participants mention to like to receive visitors on their farm. However, they are not able to receive visitors non-committal at every moment of the day, week, month and/or year due to their daily working schedule. They prefer to have this organized, so that they know when they will receive visitors and to prevent that visitors arrive with just a few people instead of a (small) group. This is closely related to the limited time, as in this way they are able to plan their other activities around the receiving of visitors. As one of the farmers said: *"But not when it suits them [tour operator] but when it suits us. Because when they arrive while we're milking we cannot do that. Because then we simply have to milk. And that's a bit, that's what we still find difficult in this."* (translated from Dutch). Additionally, it is also closely linked to the availability of money. The farmers mention that they cannot be open the whole day, waiting for visitors to come and risking to have to organize their activity for just a few people instead of a group. This costs too much and yields too little for them. As one of the farmers said: *"And that's off course, well, because it costs money to be open always and to organize an activity for just a few people instead of a group. And well, we also do other activities at our company and I also work for an employer. So then it's nice to know when you have to work and when you don't have to work, when you can do something else."* (translated from Dutch).

However, all of this mainly goes for the farmers that offer activities. For the ones that offer overnight accommodations this is not applicable, as this is already more organized in its base. As one of the farmers explained: *"And well, those people stay there overnight with a lot of fun but still are gone a large part of the day. So you don't have visitors that want to know all kinds of things during the whole day. So the farmer can still do its job. And that, that's also how I've organized it. For example that they can arrive after 4 o'clock, because people would like to arrive at each moment of the day but we*

say no, after 4 o'clock. That means that the farmer can do its job during the day, doesn't have to think about whether he will receive guests or not today. So that, you'll have to organize that a bit around the other activities." (translated from Dutch). Secondary activities such as education and care are also already more organized and therefore easier to implement according to the participants.

Furthermore, the participants argue that it is difficult to deal with the seasons. For farmers it is difficult that the summer time is a busy season at the farm, while that is also the high season in tourism. Similarly, in winter time the farmers have less work to do on the farm, but that is also the time of the year there are less tourists in Waterland. As one of the farmers explained: *"With tourism and leisure, yes there are overnight accommodation possibilities but I think that a company as we've got [terrace/restaurant], we are in summer time, off course that's the touristic season, off course that's super busy for us. But the agrarians are also busy during that time of year with their farm. With harvesting and all and haying. At the moment they're busy, we're busy as well. And I think that doesn't match with each other. It does with the overnight accommodation possibilities off course, but well, in low season and winter no one comes and that's when they have time."* (translated from Dutch). However, in Amsterdam city there are many tourists all year round and so, the farmers could potentially benefit from this as was mentioned by some participants.

Someone who brings tourists together in a group and organizes that they will arrive at a certain day and time, so who can align the schedules, is desired. As one farmer, who has got some experience with this, argued: *"It would be great if an entrepreneur to say so jumps into this, bundles the demand and who actually also only forwards the time, the programme and the number of people that will come. You know, we'll be ready. And well, that's fine, that works good. (...). So if all the demand can be bundled I'm sure there's really a lot to do. Because all these suppliers are here but they don't want the fragmented stuff."* (translated from Dutch). Additionally, another farmer provided an example of how this is organized in Rome: *"In Rome you've also got this, you often had things were you could subscribe for as tourists. Like well, every Tuesday and Thursday evening at 5 o'clock an excursion leaves to the rural areas, (...), and you could subscribe and then you had to be there at 5 o'clock. We also did this. And for the individual tourist this is nice, really nice. I think that at a certain moment this will happen, that simply groups, that people pick this up and start organizing this. I think there's a market for this."* (translated from Dutch). Additionally, even the overnight accommodation entrepreneurs seem to be interested in something like this. As one farmer explained: *"And with leisure and tourism we still simply didn't succeed to (...) organize a kind of agro-tourism. That people know, if I go to the Netherlands, I've got to stay at a farmers accommodation (...), doesn't matter how it's called. But we didn't succeed yet and that's a pity."* (translated from Dutch). Another farmer also expressed their interest: *"Yes, maybe some Airbnb kind of app can be developed for visitors from Amsterdam who stay in the rural areas or so."* (translated from Dutch). So, a suitable partner to collaborate with, one who can organize the supply and demand, still seems to be missing.

5.2.3 Potential of collaboration with Amsterdam city, as expressed by the participants

As appeared from paragraph 5.1, The already existing collaborations in Waterland, few participants collaborated with organizations in Amsterdam city. However, during the interviews it appeared that many of the participants do see a lot of potential in Amsterdam city and its tourism market. As one farmer said: *“Yes well, you’re so close to Amsterdam, it simply is a possibility. Or a challenge, whatever you may call it.”* (translated from Dutch) and another farmer said: *“...and there are so many clients, a potential for me, there are so many tourists that’s really unbelievable. (...) and it goes the whole year round, the whole year. So eh, (...) yeah it’s also really close (...)”* (translated from Dutch).

Especially the individual tourists and smaller groups is where most participants still see potential. As one farmer said: *“I think that there’s still something to get. Because those bigger groups runs well anyway. (...) Yes, but I think that those smaller groups that there’s still, that you still can really do something with that.”* (translated from Dutch). Some also see potential in the large groups, by collaborating with partners in order to spread these large groups among several entrepreneurs. Additionally, some participants mention that visitors from Amsterdam already start to discover other places outside Amsterdam city by themselves. As one of the farmers mentioned: *“So now you notice that the city is becoming full and that they increasingly start to go outside the city. So yes, automatically that goes, that fills up itself off course, as already more people go outside the city now.”* (translated from Dutch).

However, an overarching organization expressed its doubts. This participant argued that most tourists only stay a few days to visit Amsterdam and probably are not willing to spend a whole day outside Amsterdam. Repeat visitors and Dutch visitors who planned a holiday or weekend are most interesting according to this participant. A farmer also expressed its doubts, by arguing that they are located too far away from Amsterdam city (twenty minutes) and that the rural areas are simply not attractive: *“No, well, the rural area is not booming, to say so. And I’ve got, yeah just as I said, the feeling that it’s too quiet, too boring sometimes, I don’t know.”* (translated from Dutch). However, at the same time many participants mention that the distance is not a problem. Additionally, as one of the farmers said, people especially come for the peacefulness: *“(...) what we also see sometimes is that people that come here want to visit the city. And try to avoid the crowdedness of the city a bit so therefore search within the region.”* (translated from Dutch). Furthermore, another farmer argued that it should become very simple to travel towards Waterland. Otherwise, it would remain difficult to attract visitors from Amsterdam city: *“if I’m going to Paris I would also not stay in the areas outside the city, unless it’s made very simple for me.”* (translated from Dutch).

Finally, only three farmers mentioned to not see a reason to collaborate with partners in Amsterdam city. These were farmers in the overnight accommodation sector, who argued that people already find them and they are already fully booked most of the time. Another farmer mentioned to see potential in collaboration with other overnight accommodations in Waterland. However, the others are not really interested as they are mostly fully booked as well.

5.3 Analysis

Within this paragraph, the empirical data as presented before will be analyzed. This chapter first analyses which of the factors as mentioned in the theory can be identified from the empirical data and if any additional factors are found. Additionally, it is analyzed how different factors influence each other and so, whether mutual mechanisms between different factors exist. Then, the analysis focuses on one aspect in collaboration, rhythm. Through using the theory about rhythm, the role of rhythm in collaboration will be analyzed. The theory is used to identify rhythms and tensions in these rhythms from the empirical data.

5.3.1 Key factors in collaboration

Within the theory twenty factors were identified that can possibly play a key role in collaboration. These twenty factors were distributed over six categories: environment, membership, process/structure, communications, purpose and resources (Mattessich & Monsey, 1992; Mattessich et al., 2001). From this theory it seems like almost everything plays a key role in collaboration. However, as Aas et al. (2005, p. 32) argue, collaboration and how collaboration works is dependent on the context it is located in. As such, which factors are key to collaboration will also depend on its context. In this study, nine of the twenty factors from the theory correspond to the factors as mentioned by the participants. Additionally, from the factors as mentioned by the participants, two factors can be identified that are not mentioned in the theory. Furthermore, from the empirical data it becomes clear that mutual mechanisms exist between the different factors, as they influence each other. This section further elaborates on these issues.

Participants' factors that correspond to the factors from the theory

From the factors as mentioned by the participants, nine factors correspond to factors as mentioned in the theory. First of all, the factor **'mutual respect, understanding, and trust'** corresponds to the participants' description of the importance of trusting the partner, and giving and receiving (or: reciprocity, as Devine et al. (2010, p. 211), Logsdon (1991, p. 26) and Thomson & Perry (2006, p. 28) call it). This makes current collaborations work according to the participants. Additionally, the farmers expressed a fear of partners taking excessive advantage (as also described by Devine et al. (2010, p. 204) and Thomson & Perry (2006, p. 28)) through an unequal distribution of power. This shows how lack of mutual respect, understanding, and trust can limit collaboration.

Secondly, the participants describe the importance of sharing experiences, knowledge and ideas in order to complement and reinforce each other and develop (customized) arrangements. This corresponds with the factor **'appropriate cross-section of members'**. Here, different stakeholders are included in a collaboration in order to complement each others assets, resources, knowledge and skills (Casey, 2008, p. 77; Devine et al., 2010, p. 204; Jamal & Getz, 1995, p. 198; Thomson & Perry, 2006, p. 27). Additionally, the participants mention that there are different types of entrepreneurs. When the types of entrepreneurs differ too much from each other, collaboration can become difficult. This shows how an inappropriate cross-section of members can limit collaboration.

Thirdly, looking at the collaborations that already exist, the participants describe to participate because it is in their self-interest (such as gaining more publicity, reaching a larger audience, etcetera). This corresponds to the factor **'members see collaboration as in their self-interest'**. Furthermore, some participants describe to work individually. They prefer to work independently. Additionally, they argue that the disadvantages of collaboration do not outweigh the benefits. As such, they do not see collaboration as in their self-interest (as also argued by Lu et al., 2014, p. 13). This limits collaboration.

Fourth, looking at the collaborations that already exist, the alignment of activities and plans is an important reason for the participants to participate in a collaboration. Additionally, strengthening each other and jointly achieving things is important in collaboration according to the participants. In order to align activities and plans or to strengthen each other and jointly achieve things, some agreement among the members is needed about what will be done and how. This corresponds to the factor **'ability to compromise'**. Here, decisions will not always perfectly fit the preferences of each member. However, members have to find agreement or be willing to support the decision being made (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 24; Thomson & Perry, 2006, p. 24). Additionally, the farmers mentality shows the preference of working independently and making own decisions that best fit the farmer's preferences. This mentality can limit their ability to compromise and so, limit collaboration.

Fifth, the participants mention that strengthening each other and jointly achieving things is important to make collaboration work. In order to agree on how to achieve things and to strengthen each other, some common goal or interest is needed. This corresponds to the factor **'shared vision'** (Devine et al., 2010, p. 204; Jamal & Getz, 1992, p. 199; Leung, 2014, p. 451; Thomson & Perry, 2006, pp. 26–27). Additionally, the differences in types of entrepreneurs can cause that they have differing visions. Furthermore, individual interests sometimes outweigh the collective interests. Here, lack of a shared vision limits collaboration.

Sixth, the factor **'open and frequent communication'** (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 29) corresponds to several factors that were mentioned by the participants. For the sharing of experiences, knowledge and ideas, for strengthening each other and jointly achieving things, and when having a leading partner, open and frequent communication is important to make the collaboration work. Additionally, the participants described a lack of communication about the continuation of plans and ideas mentioned during meetings. This discourages people to participate in meetings again. Here, the lack of open and frequent communication limits collaboration.

In addition to this, the factor **'established informal and formal communication links'** (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 30) also corresponds to these factors mentioned by the participants. Having communication channels is important to share experiences, knowledge and ideas, to strengthen each other and jointly achieve things, and to have a leading partner. This makes

collaboration work. However, this factor is not mentioned as limiting collaboration. As such, the availability of communication links does not seem to be a problem.

Eighth, the participants mentioned to have lack of time, capacity and money to start a collaborative effort themselves or in some cases to participate in currently existing collaborations. This corresponds to the factor **'sufficient funds, staff, materials and time'** (Lu et al., 2014, p. 14). It shows how lack of sufficient funds, staff, materials and time limits collaboration. However, remarkable is that this factor is not mentioned by the participants as a factor making collaboration work. Possibly, the participants are only aware of the importance of these issues, or only consider these issues as important factors in collaboration, when there is a lack of it.

Finally, some participants mentioned to have experience with a leading partner. This partner initiates and further facilitates the collaboration. The partner has the needed skills, a good image, knowledge about the subject area, carries out the role with fairness and grants respect and legitimacy of the partners. There is also an appropriate balance of power-sharing between the leader and the partners. This corresponds to the factor **'skilled convener'**, where Casey (2008, p. 78), Lu et al. (2014, p. 14) and Mattessich & Monsey (1992, p. 34) describe the importance of these issues. Additionally, the participants mention to lack skills, knowledge and time to initiate, organize and facilitate a collaboration. Here, a skilled convener could be of help according to the participants. This shows how the lack of a skilled convener limits collaboration. Furthermore, an organization already exists that could potentially be interesting as a skilled convener. However, an unequal distribution of power, in which farmers have little authority, limits collaboration with this potential partner. Here, a good image, respect and legitimacy of the potential partners, fairness in carrying out the role and an appropriate balance between power-sharing and control is lacking according to the participants. This limits collaboration.

Participants' factors in addition to the factors from the theory

Notable is that, in addition to the factors identified from the theory, two factors were mentioned by the participants that are not mentioned in the theory. First of all, the participants describe to experience difficulties in communication, which limits collaboration. Here, the factor **'language use in communication'** can be identified from the empirical data, in addition to the other factors in the communications category in the theory. This factor shows how the use of terminology and terms that differ from the language used by other participants can limit collaboration. Within this study there appears to be a difference in the way of communication among the different types of entrepreneurs. For example, organizations in Amsterdam city are considered to communicate in a more commercial, professional way. They talk about subjects, with terminology and terms (such as speed dating, pitch, meet and greet, etcetera) that differs from the language used by the second type of entrepreneurs. These are the farmers that have tourism and leisure really as a secondary activity. This second type of entrepreneurs does not feel attracted to the way of communicating of the first type of entrepreneurs. This difference in communicating and language use limits collaboration in this study.

Secondly, the participants describe a mismatch between daily working- and seasonal schedules, which limits collaboration. Here, the factor **'schedules'** can be identified, in addition to the factors mentioned in the theory. The daily working schedule of farmers often includes multiple activities at the farm, broadening activities and/or work for an employer. This schedule often does not match with the schedules of tourists and tour operators. Tourists and tour operators can arrive at each moment of the day. However, farmers are not always able to receive tourists or tour operators at each moment of the day, due to their other activities. Additionally, the seasonal schedules of both sectors do not match. The summer season is busy for the farmers, while this is also the high season in tourism. Similarly, the winter season is less busy for the farmers, while this is also the low season in tourism. However, in Amsterdam city there are many tourists all year round, which can be a potential for the farmers in Waterland. The mismatching schedules limit collaboration.

Mutual mechanisms between the different factors, in addition to the theory

Striking is that the theory describes the different factors quite statically, one by one, whereas from the empirical data it becomes clear that mutual mechanisms between factors exist. Regularly, factors are closely linked to each other and influence each other. As such, the factors cannot be seen as self-contained. Within this study, several of such mechanisms are found.

First of all, the factor **'sufficient funds, staff, materials and time'** is closely related to several other factors. This factor can influence the factor **'members see collaboration as in their self-interest'**. When the funds, staff, materials and time are not sufficient, the costs or time needed to invest in the collaboration may not outweigh the benefits that can be gained from collaboration. Here, collaboration will not be seen as in the members' self-interest. An example of this is the asked contribution by marketing and promotion organizations.

Additionally, this factor is closely related to the factor **'schedules'**. The daily working schedules, which includes multiple activities, and seasonal manifestations makes that the farmers have to organize their time carefully. This makes it difficult to be always open and receive visitors during each moment of the day. Additionally, being open the whole day, waiting for visitors to come and risking to have to organize an activity for just a few people costs too much and yields too little, especially as they already have limited financial resources. In this way, insufficient funds, staff, materials and time makes it more difficult to be always open for tourists and to make the different schedules match.

Furthermore, this factor also influences the factor **'appropriate cross-section of members'**. The cross-section in this study is inappropriate as the different types of entrepreneurs differ too much. However, lack of funds, staff, materials and time can restrain the second type of entrepreneurs from further professionalizing their tourism and leisure career and activities. As such, the differences in types of entrepreneurs remain. However, an appropriate cross-section of members can also cause that members complement and reinforce each others' funds, staff, materials and time. The factor **'skilled convener'** can be related to this as well, as a skilled convener can provide the needed funds,

staff, materials, time and/or skills. The convener can also support or take over several activities of the farmers, such as promotion or administrative matters. This can relieve the farmer from investing in funds, staff, materials and time. Furthermore, a skilled convener can be the missing link in getting people together and so, creating an appropriate cross-section of members.

Secondly, the factors ‘appropriate cross-section of members’ and ‘language use in communication’ are closely linked. An inappropriate cross-section of members, with partners that differ too much, can cause a difference in language use. Furthermore, the ‘appropriate cross-section of members’ is also closely related to the factor ‘shared vision’. Lack of a shared vision can be caused by members that differ too much and so, have differing interests and visions. Similarly, when the cross-section of members is appropriate, it is more likely that there will be a shared vision.

Furthermore, the factors ‘mutual respect, understanding, and trust’ and ‘skilled convener’ are closely related to each other. Whether someone will be accepted as a skilled convener depends, among others, on the respect the members grant towards this partner, and their understanding and trust in this partner. The power-sharing and the image of a potential convener play an important role in the respect, understanding and trust.

The factor ‘open and frequent communication’ is closely related to the factor ‘mutual respect, understanding, and trust’. Lack of communication can make partners cynical as they do not feel taken seriously. In this way, partners can lose their respect in, and understanding of, each other. An example of this is when is not communicated how plans and ideas of partners are continued and if they will be implemented. Furthermore, the factor ‘open and frequent communication’ is also closely related to the factors ‘shared vision’ and ‘skilled convener’. Here, communication is needed to for example agree on a vision and goals or to lead and facilitate a collaboration. The factor ‘established informal and formal communication links’ can be associated with open and frequent communication. Without such communication links, open and frequent communication cannot take place.

Finally, the factors ‘schedules’ and ‘skilled convener’ are closely related to each other. A skilled convener can act as a leader to better align the discordant schedules. A convener could organize and group the demand (the tourists) and bring together the supply and demand. In this way, tourism will become less fragmented for the farmers as the convener can organize and plan it some more.

To conclude

From the twenty factors identified in the theory, nine appeared to play a key role in collaboration in this study: mutual respect, understanding, and trust; appropriate cross-section of members; members see collaboration as in their self-interest; ability to compromise; shared vision; open and frequent communication; established informal and formal communication links; sufficient funds, staff, materials and time; and skilled convener. Additionally, two factors were identified which were not mentioned in the theory: language use in communication and schedules.

However, notable was that mutual mechanisms between the factors exist, as many factors influence each other. Additionally, remarkable is that issues around the differences in types of entrepreneurs and so, the cross-section of members were implicitly or explicitly mentioned by almost all participants. This factor also seems to influence other factors, such as the language use in communication, members' vision and the interest in collaboration. Additionally, issues related to sufficient funds, staff, materials and time as well as the need of a skilled convener was mentioned by almost all participants. Finally, the discordant schedules of farmers and the tourism sector were not mentioned by all participants. However, the participants who did mention this valued this as a very important, if not the most important factor that restrains collaboration. This is remarkable, as in the theory, no factor is mentioned that is comparable to this. As such, especially the factors 'appropriate cross-section of members', 'sufficient funds, staff, materials and time', 'skilled convener' and 'schedules' can be considered as the most important factors playing a key role in collaboration in this study.

Finally, remarkable is that not all factors from the theory were mentioned by the participants. This shows how the context a collaboration is located in, influences which factors play a key role in collaboration. As such, it is not possible to provide one, sort of standard list of factors that are key to collaboration. Rather, this list will differ, dependent on the collaborations' context.

5.3.2 The role of rhythm in collaboration

The factor 'schedules', as identified from the empirical data, describes two discordant schedules: the daily working schedules and the seasonal schedules of farmers and the tourism sector. Here, a difference in rhythms is clearly visible. However, more tensions in rhythm can be identified. Some of them are less obvious and seem to underlie some of the other factors that limit collaboration. Additionally, rhythm is not mentioned as such within the collaboration theory. This study reveals more information about this factor. Therefore, it is interesting to further delve into this factor. As such, this paragraph focuses on rhythm in collaboration. For this, the theory about rhythm was used to identify rhythms and tensions in these rhythms.

Following from the theory, four collaborative rhythms can be identified: the phenomenal, organizational, biographical and infrastructural rhythms (Jackson et al., 2010, p. 1; 2011, p. 1). During the field work and following the presentation and analysis of the empirical data, tensions were found in all four rhythms, as will be explained as follows. Here, the in this study identified factors that relate to a certain rhythm are displayed in bold.

Phenomenal rhythm

First of all, there appears to be a tension in the phenomenal rhythm. This rhythm is related to "the distinctive forms of time emanating from the field" itself (Jackson et al., 2010, p. 3). Here, the seasonal rhythms as mentioned by Jackson et al. (2010, p. 3; 2011, p. 5) are very explicit in this study. Farmers have to deal with seasonal manifestations such as harvesting and haying. This makes that

the summer is a busy season at the farm. On the contrary, the winter season is a quieter season. However, the tourism sector experiences similar seasons. Here, the summer is the high season while the winter is the low season. This can make it difficult for farmers to work in tourism. It also makes it more difficult to collaborate with for example tour operators. They often want to collaborate during the summer season. Additionally, they often want to have certainty about the activities they can offer as a sort of standard offer. Within Waterland, the touristic seasons are highly experienced. However, in Amsterdam city tourism continues throughout the whole year. As such, there could be a potential for farmers to attract more tourists during the winter season if the **schedules** of tourists and/or tour operators and the farmers could be better aligned.

Organizational rhythm

Secondly, partially in line with the phenomenal rhythm, there appear to be some tensions in the organizational rhythms. These are the rhythms that are embedded within the organizations themselves (Jackson et al., 2010, p. 3; 2011, p. 3). Here, the rhythms related to different working schedules as mentioned by Jackson et al. (2010, p. 3; 2011, p. 3) are very explicit in this study. Farmers experience that individual tourists arrive non-committal, during each moment of the day, week, month and year. Similarly, tour operators often want to arrive when it best fits their schedules. This can also be at each moment of the day, week, month and year. However, this is not always when it fits the farmers. The farmers often have to deal with seasonal manifestations, as mentioned in the phenomenal rhythm, as well as with personal working schedules. This often includes many other activities apart from tourism and leisure, such as agrarian activities, broadening activities and work for an employer. The timing of individual tourists and the schedules of tour operators often cause tension with the daily working **schedules** of farmers. In this respect, the arrival of visitors should be organized in some kind of way, which for example could be done by a tour operator as a **skilled convener**. Additionally, the farmers should at least have some voice in deciding when the tour operator arrives. This is related to the balance in power-sharing of the skilled convener. Furthermore, **sufficient funds, staff, materials and time** to develop collaboration or to be always open for tourists is also closely linked to this rhythmic tension. These factors ask for some skilled convener and alignment of the schedules.

Infrastructural rhythm

Thirdly, tensions seem to be experienced within the infrastructural rhythms. These rhythms emanate “from the nature and rhythms of the built world itself” (Jackson et al., 2010, p. 4; 2011, p. 4). Good online visibility seems to be important in the tourism industry. Tourists often search and book online. However, as some participants also mentioned, the farmers sometimes experience difficulties in optimizing their online visibility, such as their websites and social media. **Sufficient funds, staff, materials and time** is closely related to this. Furthermore, for the overnight accommodations, websites such as Booking.com, Airbnb or their own online reservation tools provide insight into the arrival and departure of visitors. This helps to align the aforementioned phenomenal and organizational rhythms. This shows how the different rhythms are also “managed and interwoven”

with each other as Jackson et al. argue (2011, p. 7). In line with this, the participants that offer day activities also express their interest in a similar system. Such a system can for example be initiated by a sort of tour operator, who can book its activities for small groups, but farmers can also block times and/or dates that do not fit them. Here, this tour operator can function as a **skilled convener**. Additionally, a platform like this, with a specific focus on the tourists that plan to visit Amsterdam would also be interesting for the overnight accommodations. The development of such technological infrastructure could have important implications for collaboration and rhythm alignment as Jackson et al. (2011, p. 4) also argue.

Biographical rhythm

Finally, there also seem to be some important tensions in relation to the biographical rhythm. This rhythm emanates “from the life choices and circumstances of collaborative participants” (Jackson et al., 2010, p. 3; 2011, p. 4). The difference in types of entrepreneurs and so, the **inappropriate cross-section of members** seems to be closely related to this. The second type of entrepreneurs were described as the ones that have tourism and leisure really as a secondary activity and still are highly focused on other activities as well. The difference in stage of development and career trajectory as described by Jackson et al. (2010, p. 3; 2011, p. 4) becomes very explicit here. The second type of entrepreneurs seem to be in a different stage of development of their tourism and leisure career and so, in a different career trajectory, than the first type of entrepreneurs and the larger, more commercial organizations in Amsterdam city. As a consequence of this, the first type of entrepreneurs and organizations in Amsterdam city often have a more professional approach than the second type of entrepreneurs. As the second type of entrepreneurs often are also busy with other activities, it is more difficult for them (for example to find **sufficient funds, staff, materials and time**) to further professionalize. The factor of sharing knowledge, experiences and ideas through an **appropriate cross-section of members** is closely related to this. For example, the entrepreneurs that are in a further stage of development can learn things to the ones that are less far and so, better align with them in this way. Similarly, they can also experience tension from this in collaborating with each other. Additionally, the factor of **language use in communication** is also closely linked to this. Entrepreneurs who are further developed and more professional communicate differently than the ones that are less developed and professionalized. Furthermore, the factor of a **shared vision** is also closely related to this rhythm, as dependent on the stage of development, partners will have different visions, goals and interests. For example, a partner who is in a far stage of development will probably also focus more on its surroundings and the region. Similarly, a partner who is in the early stages of development or also has to focus on other activities will probably focus more on its own organization. This is partially also due to lack of time and money. Furthermore, factors such as individualism and the farmers mentality and so, whether **members see collaboration as in their self-interest** is also closely related to this rhythmic tension between different types of entrepreneurs.

Tensions and alignment

The analysis of the rhythms shows how the four rhythms all pose their own challenges and implications for collaboration, as Jackson et al. (2010, p. 3; 2011, p. 5) already argued. Here, aligning the rhythms within a collaboration is required according to Jackson et al. (2010, p. 1) and Steinhardt and Jackson (2014, p. 3). Although many tensions in rhythm can exist in collaboration, there are also many ways to resolve them (Jackson et al., 2010, p. 4; 2011, p. 6). Looking at the tensions in the four rhythms in this study, a **skilled convener** could help and support the farmers in many of these issues. In this way, the tensions in these collaborative rhythms can be better aligned and collaboration between the urban and rural area would become easier and possible. So, a partner similar to the one that already exists but with a more equal power balance is sought for. As Steinhardt and Jackson (2014, p. 1) already argued, plans and planning play a central role in collaboration as they can bridge and coordinate discordant rhythms, which also seems to be key within this study.

Additionally, authority, power and control can play an important role in the alignment of the different rhythms (Jackson et al., 2011, p. 8). An appropriate balance between power-sharing and control of a **skilled convener** appeared to play an important role in this study. On the one hand participants seem to be longing for a skilled convener, a partner who can take the lead, organize the supply and demand and bring the different rhythms together. On the other hand, a partner seems to exist who is already doing this. However, the participants do not collaborate with this partner. In their perception, this partner has too much authority, power and control and will dominate them. This demonstrates what Jackson et al. (2011) also emphasize, as according to them tensions in rhythm may be solved “in favor of senior or more centrally placed participants” (p. 8).

As a final note it should be emphasized that these tensions in rhythms (especially the organizational and phenomenal rhythms) mainly cause difficulty for the farmers who offer activities and suchlike. It does not apply for the farmers that offer overnight accommodations as such. However, the tensions in the biographical and infrastructural rhythms also play a role among the overnight accommodation entrepreneurs. Although in a slightly different way, both the farmers that offer activities as well as the farmers that offer overnight accommodations seem to be interested in collaboration with a partner in Amsterdam city. They also seem to have interest in some kind of skilled convener who can take the lead to organize this and to align the rhythms that currently still cause tension.

To conclude

Jackson et al. (2010, p. 1; 2011, p. 1) already argued that rhythm is a crucial element in collaboration. This study confirms this. All four categories of rhythm were found in this study. Many of the identified factors that play a key role in collaboration in this study are closely related to these rhythms. The factors that cause difficulties in collaboration cause direct tensions in the rhythms (for example the discordant schedules) or underlie tensions in these rhythms (for example the inappropriate cross-section of members).

6. Discussion

Within this chapter, it is discussed how the findings of this study differ from, complement, and further develop the existing literature. Then, the findings of this study are compared to studies in a similar context and expectations there were beforehand.

6.1 Findings

Within the collaboration literature, many scholars¹⁶ have tried to identify factors that play a key role in collaboration. Through this, they tried to better understand how collaboration works and what influences the success of collaboration. Here, the factors are often described quite statically, one by one. However, the results of this study show that mutual mechanisms exist between factors. Factors are often closely related to each other and mutually influence each other. As such, the factors cannot be considered as self-contained. Additionally, in this study only nine of the twenty factors from the theory were mentioned by the participants. Also, two factors were mentioned by the participants that were not mentioned in the theory at all. Therefore, the results of this study clearly show that which factors play a key role in collaboration highly depends on the context the collaboration is located in. As such, it is impossible to create one, sort of standard list of factors.

The focus on time and rhythm in collaboration within this study is relatively new in the collaboration literature to date. Time and rhythm as a crucial factor for collaboration has not been studied into detail so far. Time and/or rhythm as a lens to study collaboration has barely been used yet. Jackson et al. (2010; 2011) and Steinhardt and Jackson (2014) confirm this absence of literature about time, rhythm and alignment in rhythm. However, they argue that the alignment of time and rhythm is a crucial element in collaboration (Jackson et al., 2010, p. 1; 2011, p. 1). The results of this study confirm this. This study shows how direct tensions in the different rhythms limit collaboration. Additionally, it shows how many factors underlie tensions in rhythm, which limits collaboration. As such, it shows how rhythm and rhythm alignment can be a central, crucial factor in collaboration.

In addition to this, Jackson et al. (2010; 2011) argue that time and rhythm is a crucial element in collaboration. However, this argument can even be taken a step further based on the results of this study. Rhythm and rhythm alignment are not only crucial elements in collaboration, it might even lie at the base of collaboration. Rhythm and rhythm alignment is related to many of the factors that play a key role in collaboration in this study. Here, the concept of rhythm provides a lens through which the other factors can be seen from an alternative angle.

¹⁶ Casey (2008), De Araujo and Bramwell (2002), Devine et al. (2010), Huxham and Vangen (2005), Jamal and Getz (1995), Leung (2013), Lu et al. (2014), Mattessich and Monsey (1992), Mattessich et al. (2001), Olson et al. (2011), Perrault et al. (2011), Thomson and Perry (2006), Wang and Xiang (2007) and Winer and Ray (1994).

Furthermore, the results of this study show how within the biographical rhythm many tensions can emerge, due to large differences between partners and their career development. This underlies tensions in many different factors, such as language use and visions. Jackson et al. (2011, p. 3) argue that this biographical rhythm (together with the phenomenal rhythm) especially escaped notice and theorizing within the social science to date. The results of this study support the recognition of the biographical rhythm by Jackson et al. (2011) and reveal the crucial importance of this rhythm.

Finally, the theory of Jackson et al. (2010; 2011) and Steinhardt and Jackson (2014) about rhythm in collaboration was studied only in the context of science and scientific work. However, they argue to believe that their theory is also applicable to other collaborative contexts. This study confirms their presumption. Their categories were applicable to the context of collaboration in this study, in which no additional rhythmic categories were found. As such, this study provides the empirical proof that their theory applies to other collaborative contexts in the social science as well. In this way, this study builds on the current understanding of rhythm and rhythm alignment in collaboration.

6.2 Findings compared to assumptions and expectations in practice

Earlier research into urban-rural collaboration by Perrone et al. (2016) assumed that direct collaboration between entrepreneurs in the city center of Amsterdam and the rural areas surrounding Amsterdam was needed. As such, collaboration between hotels in the city center of Amsterdam and overnight accommodation providers in the rural areas surrounding Amsterdam was studied. Their study revealed that establishing such connections would be difficult and not really feasible. In contradiction to this, this study reveals that urban-rural collaboration does have potential, however executed in a different composition. Although direct collaboration between urban and rural entrepreneurs is possible when they really complement each other (for example an urban hotel with rural activities or meeting locations), most potential is seen in collaboration with an intermediary organization in Amsterdam city, such as a tour operator. As such, it is not direct collaboration between (similar) entrepreneurs in Amsterdam city and the rural areas surrounding Amsterdam that will direct tourists out of the city center into the rural areas. Rather, this can take place through an intermediary organization who connects the tourists with the rural entrepreneurs.

Furthermore, in order to seduce (individual) visitors to visit the other regions surrounding Amsterdam, marketing and promotion activities currently play an important role, especially the project 'Visit Amsterdam, See Holland'. Additionally, the development of special public transport tickets, such as the Amsterdam Region Day Ticket, should make it easier for (individual) visitors to travel to the surrounding regions (Demmers-van Es & van Oostrom, 2015, p. 48; Metropoolregio Amsterdam, 2016^b, pp. 19–20). However, this study reveals that these efforts are mainly of interest for the easily accessible, often more well-known tourist attractions or 'highlights'. For the smaller entrepreneurs in the villages and especially for the farmers with tourism and leisure activities, a certain degree of systematic organization is asked. As such, these efforts are of less interest for them.

Therefore, when further development of tourism and leisure in the rural areas is desired, additional actions will have to be taken in order to facilitate and systematically organize tourism and leisure, especially at the farms.

Finally, there were some presumptions about why urban-rural collaboration exists only limited. First of all, there was the presumption that the entrepreneurs themselves (and especially the farmers) did not feel the need or would not be interested in collaborating with partners in Amsterdam city. This presumption was partially based on the results of the earlier research into urban-rural collaboration by Perrone et al. (2016). However, this study reveals that the rural entrepreneurs do have interest in collaboration with partners in Amsterdam city. They do consider Amsterdam city as a potentially important market for themselves. Additionally, this study reveals some indications that entrepreneurs in Amsterdam city do seem to be interested in collaborating with rural entrepreneurs, although this has not been studied into detail. As such, this presumption does not seem to be valid. Secondly, another presumption was that the image entrepreneurs in both areas (urban and rural) have of each other was restraining them from collaborating. It was thought that maybe, the entrepreneurs in Amsterdam city would think that the rural areas and its entrepreneurs are too confined, and do not really represent and offer something of interest. On the other hand, it was thought that the rural entrepreneurs maybe consider the city and its entrepreneurs as big and powerful, predominating the rural areas and entrepreneurs and so, kept at a distance. However, although this might be true for some, from this study it appears that most farmers do not see the city as a threat at all. They especially consider it to be an opportunity in the context of tourism and leisure. Additionally, although it has not been studied into detail, there were indications that entrepreneurs in Amsterdam city also do see opportunities in the rural areas and entrepreneurs. As such, also this second presumption does not seem to be valid. The main reason of the limited existence of urban-rural collaboration, namely rhythmic tensions at different levels, was not thought of at all beforehand. As such, this is a surprising, new, and insightful finding.

7. Conclusion

Within this chapter the research objective and research questions central to this study are answered. The objective of this research was to get a deeper understanding of why urban-rural collaboration between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exist only limited. Here, special attention is paid to the role of rhythm. For this, three sub-questions were formulated in order to answer the central research question.

Factors that influence the possibilities and limits of urban-rural collaboration

The first sub-question was: *‘Which and how do different factors make that tourism and leisure related organizations in Waterland do collaborate?’*. Tourism and leisure related organizations in Waterland mainly collaborate on local level, within Waterland. Eight factors were found that play an important role in making these collaborations work. First of all, **mutual respect, understanding, and trust** is important. Bad experiences in collaborating with someone (such as not honoring agreements) influences the trust and can prevent people from collaborating with that partner again. Similarly, lack of reciprocity can also prevent collaboration, when someone does things for someone else without getting anything back for it in return. Secondly, an **appropriate cross-section of members** is important in order to learn from and complement each other, for example through sharing knowledge, experiences and ideas. Additionally, it is also important in the development of arrangements through which one can reinforce each other. Thirdly, **members seeing collaboration as in their self-interest** was an important reason to get involved in collaborations. Partners have to believe that collaboration will bring them benefits, which outweigh the costs or disadvantages of collaboration. Fourth, the **ability to compromise** is important when partners want to align activities and plans or want to strengthen each other and commonly achieve something. Additionally, when wanting to strengthen each other and commonly achieve things a **shared vision** is important in order to agree on what and how things will be achieved. Sixth, **open and frequent communication** lies at the base of collaboration. This is important in many respects, such as to share knowledge, experiences and ideas, to strengthen each other and jointly achieve things, and in leading the collaboration. Additionally, having **established informal and formal communication links** is important in order to realize this open and frequent communication. Finally, several examples of existing collaborations showed how a **skilled convener** who took the lead in the initiation as well as the further facilitation of the collaboration made collaborations work. This provided the needed support, such as in administrative matters, bookings, contact with visitors, publicity and organizing meetings with other partners.

In addition to this, the second sub-question was: *‘Which and how do different factors restrain tourism and leisure related organizations in Waterland from collaborating with tourism and leisure related organizations in the city center of Amsterdam?’*. Here, ten factors were found that limit collaboration. First of all, the expressed fear of partners taking excessive advantage, such as tour operators that use their position and power and give farmers little to say, shows a lack of **mutual**

respect, understanding, and trust. Secondly, the difference in types of entrepreneurs shows an **inappropriate cross-section of members**, in which entrepreneurs differ too much from each other. Additionally, the lack of skills and lack of time, capacity and money also shows that there is no appropriate cross-section of members who can complement and reinforce each other in developing a collaboration. Thirdly, the expressed preference of farmers to work independently and the believe that the benefits of collaboration will not outweigh the costs and disadvantages shows how they do not see **collaboration as in their self-interest**. In addition to this, the farmers mentality of preferring to work independently and not being used to collaborate possibly also influences their **ability to compromise**. Fifth, a **shared vision** seems to be missing regularly, as the difference in entrepreneurs causes that they also have different visions. Additionally, sometimes the individual interests outweigh the collective interests and so, differing visions emerge. Sixth, the continuation of plans and ideas mentioned during meetings are not always communicated to the partners that were involved in the meeting. **Open and frequent communication** is missing here, which discourages people to participate again in a meeting. Furthermore, closely related to the difference in entrepreneurs is the **language use in communication**. Differing subjects and different use of terminology and terms makes communication between the different types of entrepreneurs difficult sometimes. Eighth, the lack of **sufficient funds, staff, materials and time** makes it difficult to start collaboration or to get involved in current collaborations. Ninth, the lack of a **skilled convener** prevents the initiation and organization of collaboration as the participants themselves are not able to do this. The participants often do not have the needed knowledge, skills, funds, staff, materials and/or time. For this skilled convener, having a good image, balance between power-sharing and control and interpersonal trust is very important. Finally, the mismatch between the daily working- and seasonal **schedules** of tourists and/or tour operators and farmers limits collaboration. These schedules need to be better aligned in order to make collaboration possible.

Notable was that many of these factors are closely linked to each other and mutually influence each other. As such, mutual mechanisms appear to exist between the different factors. Furthermore, it was remarkable that two factors were mentioned by the participants, which were not mentioned in the theory: language use in communication and schedules. These observations provide an addition to the existing literature to date.

Furthermore, it was remarkable that from these factors, an appropriate cross-section of members especially seemed to play a key role in collaboration. Factors such as the shared vision, the language use in communication and the members' interest in collaboration seem to be closely related to this factor. Additionally, also the factors skilled convener, schedules, and sufficient funds, staff, materials and time seemed to especially be important in collaboration. These factors are considered to be the most important factors playing a key role in collaboration in the context of this study.

The role of rhythm in collaboration

In this study, special attention was paid to the concept of rhythm in collaboration. As such, the third sub-question was focused on rhythm: *'How does the concept of rhythm play a role in restraining collaboration between tourism and leisure related organizations in Waterland and in the city center of Amsterdam?'*. Rhythm appears to play a central role in restraining collaboration. Within all four categories of rhythm (phenomenal, organizational, infrastructural and biographical) tensions were found.

First of all, within the phenomenal rhythm, seasonal manifestations cause tensions between the **schedules** of farmers and tourists and/or tour operators. Whereas farmers are busy during summer season, due to seasonal manifestations, this is also the high season in tourism. Similarly, the winter season is less busy for the farmers, but is also the low season in tourism. These schedules counteract each other, in this way making collaboration more difficult.

Secondly, within the organizational rhythm, the daily working as well as seasonal **schedules** cause tensions. The planning of farmers does not always match with the tourists' and/or tour operators' planning. These mismatching schedules ask for a better organization of the arrival of visitors in order to better align the schedules. As such, the factors **skilled convener** and **sufficient funds, staff, materials and time** are closely related to this rhythm. Tensions in these factors underlie this rhythmic tension and the alignment of this rhythm.

Thirdly, within the infrastructural rhythm, there is a need for good online visibility and online booking systems. However, lack of **sufficient funds, staff, materials and time** and/or the help and support of a **skilled convener** limits farmers from optimal visibility and booking systems. This causes tension between the tourists' and tour operators' wishes and needs and the needs and possibilities of farmers. Lack of this infrastructure on its turn also causes tensions in aligning the phenomenal and organizational rhythms. Such infrastructure can provide better insight into the arrival and departure of visitors. This makes it possible for the farmers to better plan and organize their schedules around the arrival and departure of visitors.

Finally, within the biographical rhythm, the difference between types of entrepreneurs and so, the **inappropriate cross-section of members** causes tension. The different members are at different stages of development of their tourism and leisure career and so, in a different career trajectory. As a consequence of this, some members have a more professional and/or more commercial approach, while others have a more practical approach. Additionally, several factors are closely related to this rhythm, such as: **sufficient funds, staff, materials and time** to further professionalize the tourism and leisure career; **appropriate cross-section of members** to complement and reinforce each other; the difference in **language use in communication** due to the difference in type of entrepreneurs; the lack of a **shared vision** due to the different visions of the different types of entrepreneurs; and

whether **members see collaboration as in their self-interest** dependent on the type of entrepreneur and their mentality. These factors are important underlying factors of the tensions in the biographical rhythm.

All these different rhythmic tensions need to be better aligned in order to make urban-rural collaboration possible. Many of these tensions could be brought together and better aligned through a **skilled convener** who can take the lead, organize the supply and demand and so, help and support the farmers in many of these issues. An organization already exists who is doing this. However, an unequal balance between power-sharing and control restrains the organizations in Waterland from collaborating with this partner. This also shows how authority, power and control as well as trust play an important role in the alignment of the different rhythms in collaboration. In the alignment of the rhythms, plans and planning play a central role in order to align the discordant schedules of farmers and tourists and/or tour operators with each other.

Finally, it should be emphasized that the tensions in the organizational and phenomenal rhythms mainly cause difficulty for the farmers who offer activities and suchlike. The overnight accommodation sector is already more organized in its base. As such, in this sector these tensions in rhythms are less experienced. However, the tensions in the biographical and infrastructural rhythms are experienced by both the farmers that offer activities as well as the farmers that offer overnight accommodations.

To conclude

Finally, following the answers on these three sub-questions, the central research question could be answered: *‘Which and how do different factors make that tourism and leisure related organizations in Waterland do collaborate or are restrained from collaborating with tourism and leisure related organizations in the city center of Amsterdam, and how does rhythm play a role in this?’*. Following the above conclusions, eleven factors appeared to play a key role in collaboration in this study: mutual respect, understanding, and trust; appropriate cross-section of members; members see collaboration as in their self-interest; ability to compromise; shared vision; open and frequent communication; established informal and formal communication links; language use in communication; sufficient funds, staff, materials and time; skilled convener; and schedules. From these eleven factors, four factors appeared to be especially important. These are considered as the most important factors playing a key role in collaboration in this study: appropriate cross-section of members; sufficient funds, staff, materials and time; skilled convener; and schedules.

Special attention was paid to the role of rhythm in collaboration. Rhythm plays a central role in limiting collaboration in this study. Within all four categories of rhythm (phenomenal, organizational, infrastructural and biographical), tensions were found. Almost all of the identified factors are related to rhythmic tensions. Some of the factors are directly related to tensions in rhythms. For example, the factor schedules is directly related to tensions in the phenomenal and organizational rhythms.

Additionally, many factors underlie tensions in the rhythms. Here, for example the difference in types of entrepreneurs and so, the inappropriate cross-section of members causes tensions in the biographical rhythm. Alignment of the discordant rhythms is needed in order to make collaboration possible. A skilled convener can play an important role in this alignment of rhythms. Plans and planning are central in this alignment. So, as many of the factors are related to the tensions in rhythm, the concept of rhythm plays a crucial role in collaboration. More specific, rhythm and rhythm alignment plays a crucial role in urban-rural collaboration between tourism and leisure related organizations in Waterland and the city center of Amsterdam.

By answering the sub-questions and the central research question, a deeper understanding was gained of why urban-rural collaboration between tourism and leisure related organizations in the city center of Amsterdam and the rural areas surrounding Amsterdam exist only limited. The discordant rhythms between tourism and leisure related organizations in Waterland and Amsterdam city seem to be the most important reason of the limited existence of urban-rural collaboration. These discordant rhythms on their turn influence or are influenced by multiple other factors.

8. Recommendations

This chapter provides several recommendations. First, recommendations for future research are given. Then, recommendations for the development of urban-rural collaboration between Amsterdam city and Waterland are given. This is followed by recommendations for the further development of the tourism and leisure sector in Waterland to safely and hospitably welcome a growing number of visitors.

8.1 Recommendations for future research

This study focused on whether the supply side (the entrepreneurs) is interested in the tourism market in Amsterdam city and in receiving visitors from the city center of Amsterdam. It shows that the entrepreneurs in Waterland are interested in the tourism market in Amsterdam city. They consider this market as an important opportunity. However, at least as important is to know whether the demand side (the tourists in the city center of Amsterdam) is interested in the rural areas surrounding Amsterdam and their touristic offer. Although previous studies show that international tourists are interested in visiting other landscapes and in enjoying agriculture (Bremen et al., 2008; 2009; Jacobs et al., 2009), it is important to further investigate this in the specific context of Amsterdam and its surroundings. It is recommended to gain further insight into whether tourists in Amsterdam city are interested in visiting the rural areas (for day activities and for overnight stays), whether it are specific target groups that are interested in this (for example families with children, elderly people, specific nationalities, whether it depends on their length of stay, repeat visitors, etcetera) and in what they would be interested (which kind of activities, which kind of overnight accommodations, prices, etcetera). As such, it is recommended to conduct a detailed market research.

Due to the available time for this research, this study has focused on just one of the surrounding areas of Amsterdam city, Waterland. However, it is recommended to investigate urban-rural collaboration in the other areas surrounding Amsterdam as well. It would be good to know if urban-rural collaboration also exists only limited in the other surrounding areas and to find out whether this is due to similar reasons as found in Waterland. For Waterland, a skilled convener who can lead the collaboration and align supply and demand, for example a tour operator, seems to be a solution for creating urban-rural collaboration. Through this, visitors in the city center of Amsterdam can be spread into the rural area Waterland. Additional research into the other areas surrounding Amsterdam can provide insight into whether this would also be a solution for them. Possibly, urban-rural collaboration can be created between Amsterdam and its whole surrounding (rural) area. This provides much more opportunities to spread a larger amount of visitors from the city center of Amsterdam into the rural areas than when only focusing on Waterland. Waterland on its own can only accommodate a relatively small part of the visitors of Amsterdam. However, together as rural areas surrounding Amsterdam, they can potentially make a significant contribution to spreading the visitors out of the city center.

Both of these studies will also provide more insight into the feasibility of developing a tour operator or suchlike, as a skilled convener, to lead the collaboration and align supply and demand. It can provide insight into whether tourists would use such an organization to undertake activities or find an accommodation outside Amsterdam city. Additionally, it can provide insight into the interest among entrepreneurs all around Amsterdam city to collaborate with such a convener. As a result, a business plan can be developed to further detail how this can be realized.

Apart from these recommendations for more practical research, more scientific research into rhythm and rhythm alignment in collaboration could be conducted as well. This study provides some first proof of how rhythmic tensions are closely related to many other factors that are important in collaboration. It shows how many factors seem to underlie rhythmic tension. More detailed research into rhythm might provide more insight into this and the mutual mechanisms between these aspects. Additionally, rhythm in collaboration still remains a little studied topic. As such, more detailed research into rhythm and rhythm alignment as well as within different contexts might reveal other rhythms that still escaped the current literature.

8.2 Recommendations for further development

From the information gained from the interviews, several recommendations can be given with regard to the development of urban-rural collaboration between Amsterdam city and Waterland. Additionally, with the development of such collaboration a further growth in the number of visitors in Waterland can be expected. As such, recommendations can also be given with regard to the further development of the tourism and leisure sector in Waterland. These recommendations are based on information from the interviews as well as information coming from policy documents.

8.2.1 Development of urban-rural collaboration

As was discussed in the results and conclusion, there seems to be a need for a skilled convener who can organize the collaboration, coordinate the discordant rhythms, and organize supply and demand. For this, someone should be found who is able and willing to step into this. This can be an entrepreneur starting a new organization, or it could be accommodated as an additional department within an existing organization. However, important is that full attention can be spent on this project. It should not become a secondary activity, for which the available time is actually not sufficient to execute it well. Whereas such an initiative can start with a focus on Waterland, over time it can further develop and also include other rural areas surrounding Amsterdam city. In this way, more volume can be given on the spreading of tourists from the city center of Amsterdam into the rural areas surrounding Amsterdam. Furthermore, this is not only a solution for developing urban-rural collaboration, through which to spread visitors from the city center of Amsterdam into the region. At the same time it also provides a platform through which more awareness about Waterland can be created among potential visitors, as was touched upon in paragraph 2.2.3, Tourism and leisure in Waterland. Similarly, as also mentioned in this paragraph, it can improve the provision of information about what to visit, where, and how to get there.

To be a bit more concrete about what this organization could look like, in the base it is an organization that brings together the demand. So for example, brings individual tourists together in groups up to a with the entrepreneur agreed maximum number. Additionally, it offers supply from entrepreneurs in Waterland. Here, offering supply takes place in consultation with the entrepreneurs, to agree about dates and times. Subsequently, this demand and supply are brought together. Although this is mainly for activities, it can also be a platform for overnight accommodations and meeting locations. The focus of this organization is on small-scale, maybe more sustainable and nature oriented tourism. The experience for visitors is central and so, it is more about the quality of the experience than the quantity of experiences. It is actually a kind of tour operator, with a website on which information can be found about trips, activities (for example per theme), overnight accommodations and meeting locations. Visitors can compose a trip, can subscribe for a trip or activity, can book their overnight accommodation and suchlike. Additionally, there can be a physical location in Amsterdam city, where this can be done and which can be visited by tourists. Furthermore, collaboration can be sought with for example overnight accommodations in Amsterdam city, tourist information points, bike rentals, and so forth. Lists of activities their guests can subscribe for can be distributed here. This is especially of interest for the entrepreneurs who offer day activities. For the ones who offer overnight accommodations and meeting locations the online visibility is especially important. For example a platform comparable to Airbnb would be interesting for them.

During the interviews some best practices were found within the sector of tourism and leisure as well as in other sectors. These can be used as an example and source of inspiration:

- **Kuoni:** This tour operator organizes, among others, activities for guests at cruise ships (Kuoni, n.d.). The guests can subscribe for activities and Kuoni takes care of all contact with the guests and the entrepreneur. They consult with the entrepreneur if and when they can come, communicate the number of people that will come, if any special arrangements are needed, take care of administrative matters, and so forth.
- **Wildernistrek:** This organization rents bird watching huts (Wildernistrek, n.d.). They manage the website, the booking system, take care of the contact with guests and entrepreneurs, communicate when and how many people will come to rent the bird watching hut and take care of all administrative matters. The entrepreneur is able to block dates and times in the booking system, to prevent that guests will arrive at moments it does not fit their schedule.
- **The central rent of (gypsy) caravans:** Here, one entrepreneur invests in the caravans and places them at farms for tourists to stay overnight. This entrepreneur takes care of the booking system and administrative matters, and organizes meetings with all farmers once in a while. As such, the farmers 'only' have to welcome the tourists and take care of them.
- **Tours & Tickets:** This tour operator is actually doing what the participants in this study ask for. They bring tourists together in groups and offer excursions in among others Waterland (Tours & Tickets, n.d.). However, their way of working does not fit the way of working of the participants. They focus more on large scale, mass tourism, work with strict schedules and

short visits, are considered to focus more on the quantity of experiences than the quality and have too much power, control and authority in the perception of the participants.

- Association of agrarian nature- and landscape management **Water, Land & Dijken in collaboration with 'Boerderijeducatie Amsterdam' and ANMEC** (Amsterdams Natuur en Milieueducatie Centrum) (ANMEC, n.d.; Boerderijeducatie Amsterdam, n.d.; Water, Land & Dijken, n.d.): This is an example in the sector of education. These organizations are a mediating partner between primary schools and farms in the surrounding of Amsterdam city. Together they offer the possibility for children at primary schools in Amsterdam city to work a day at the farm and to learn about the farm and the origin of their food. These organizations take care of the contact with the schools and the farmers. They also help, support and share information and experiences with the farmers, and suchlike.
- **Stichting Landzijde**: This is an example in the sector of care. This organization is a mediating partner between clients/care institutions and care farms. They take care of the contact with clients/care institutions and with the farmers, take care of administrative matters and so forth (Stichting Landzijde, n.d.).

8.2.2 Development of the tourism and leisure sector in Waterland

An important prerequisite for the development of urban-rural collaboration, and through this the expected growth in the number of visitors visiting Waterland, is that there should be a sound basis for tourism and leisure. This includes sound base facilities and infrastructure. From the policy documents as well as the interviews it appears that there are several points of attention for further development of the tourism and leisure sector in Waterland. This was described in detail in paragraph 2.2.4, Tourism and leisure development in Waterland.

However, during the interviews the participants specifically expressed their concerns about two situations. First of all, the road network is a point of concern. Roads are often considered to be small, used by cars, bikes and large agricultural vehicles at the same time. Biking paths are often still missing. This can lead to dangerous situations, especially when the number of bikes will increase. The roads or the number of biking paths need to be improved in order to prevent serious accidents from happening, as the participants argue. Secondly, base facilities have to be improved, such as (public) toilets, terraces and restaurants, but also benches along the walking and biking routes and so forth. Such facilities are still scarce at this moment and are considered to be necessary if you want to welcome and be hospitable towards visitors.

The first point of development is mainly the responsibility of the municipalities and other governments. The second point of development is partially in responsibility of the municipalities (for example public toilets and benches), but also the responsibility of entrepreneurs (terraces, restaurants with appropriate opening hours, other kinds of resting points for visitors, etcetera). Additionally, the responsibility for many of the other points of development as mentioned in paragraph 2.2.4, Tourism and leisure development in Waterland, is variable. Sometimes it will mainly

be the municipalities and other governments (for example public transport), sometimes the more overarching organizations (for example marketing and promotion), and sometimes the entrepreneurs themselves (for example bike rental systems and sufficient availability of overnight accommodations). It is recommended to commonly make an inventory list of what needs to be done, what has priority, what can be done relatively easily, what is more difficult to realize and especially, by whom this has to be picked up (municipality/governments, overarching organizations or entrepreneurs). Many organizations¹⁷ already have plans and developments, so it is important to align this with each other.

8.2.2.1 Recommendations for municipalities

From the interviews it appeared that there are several farmers with plans for tourism and leisure on their farm. However, they got stuck into long, difficult and demotivating procedures. These sometimes make them give up, or they experience a barrier in starting up the needed procedures due to earlier difficult experiences. Many of them got the feeling they are being counteracted and experience no or little help in getting through the procedures. If further development and availability of facilities is wished for, it is important that entrepreneurs feel more supported. Someone who can function as a (central) contact person for the entrepreneurs, who can inform them about the procedures and which steps to take, who can answer questions and so forth would already be of great help. Maybe this can also be done by, and/or in consultation with the more overarching organizations such as the association of agrarian nature- and landscape management Water, Land & Dijken or marketing and promotion organizations.

Additionally, maybe a slightly different approach can be adopted. Currently, the participants in this study mainly experience their plans being tested and often rejected based on predefined requirements, without getting any hints, support or thinking along to improve their plans. A slightly different approach, focused more on the possibilities rather than the impossibilities of plans, and thinking along with entrepreneurs for ways to make it work would be more stimulating. Changing these two things would stimulate entrepreneurs more and make it more attractive to further develop the tourism and leisure offer.

Furthermore, plans of individual municipalities (for example between Amsterdam and Waterland) could still be aligned some more. Tourism and leisure related developments in the municipality of Amsterdam are not always extended into the municipality of Waterland. It would be nice to, for example, extent the development of biking routes or paths into the municipality of Waterland so that it becomes a whole for the tourists. Although a lot of alignment already (successfully) takes place, it

¹⁷ Such as the Province of Noord-Holland; the Metropoolregio Amsterdam; the municipality of Amsterdam; the municipality of Waterland; the ISW (Intergemeentelijk Samenwerkingsorgaan Waterland); Amsterdam Marketing; Bureau Toerisme Laag Holland; Stichting Promotie Waterland; Recreatie Noord-Holland; Landschap Waterland; Vereniging Agrarisch Natuur- en Landschapsbeheer Water, Land & Dijken (Demmers-van Es & van Oostrom, 2015, pp. 34–46); TOP (Toeristisch Ondernemers Platform); and the Centrale dorpenraad.

can still be intensified some more. This is especially important when it is indeed desired to further spread tourism into the surrounding regions. Within the Metropoolregio Amsterdam close collaboration and consultation between the municipalities is already aimed for. This will become even more important. Here, the strategic agenda as described in paragraph 2.1.2, Actions taken in response to the growth, is a nice development into gaining overview in what needs to be done, by whom, who can contribute and how to finance it.

In addition to this, many of the participants mentioned to still not see concrete actions to realize the spreading of tourists into the region. It is recommended to clearly communicate the actions being taken and involve entrepreneurs, as this will help to gain a greater understanding among entrepreneurs in the region.

8.2.2.2 Recommendations for overarching organizations

In addition to the proposed (central) contact person at the municipality, who can inform and support entrepreneurs with their plans and procedures, maybe one of the overarching organizations can also play a role in this. In the past a sort of (agro-)tourism desk existed at the association of agrarian nature- and landscape management Water, Land & Dijken. Here, farmers could get information and support about tourism and leisure as a broadening activity, about hospitality, about how to do it and which steps to take, and so forth. Something like this, for example a tourism desk where someone can inform farmers about developing tourism and leisure at their farm, inform about possibilities and which steps to take, but also provide support in developing their ideas and what to take into account, would be of great help for the farmers. Here, farmers can also gain more insight into the importance of tourism and leisure for their business and gain more knowledge and skills with regard to tourism and leisure. Information and networking events as currently organized once in a while, for example by Bureau Toerisme Laag Holland, can play an important role in this. Through this, farmers can gain more knowledge and skills about certain topics, for example social media, developing arrangements, the desires and needs of tourists, etcetera. Maybe this can be picked up by Water, Land & Dijken again, but organizations such as Bureau Toerisme Laag Holland could also contribute to this. Important is to do this in consultation with the municipality of Waterland, to prevent that several partners will develop something similar.

Furthermore, several organizations already have ideas about developing a kind of intermediary platform or desk, similar to the tour operator as a skilled convener idea as recommended before. Amsterdam Marketing is experimenting with developing example arrangements for (individual) tourists, providing them with examples of what to do and where (such as a tea garden, canoeing, etcetera), and how to get there (where to rent a bike, which bus to take, etcetera). They try to present the information as complete as possible to make it most easy for tourists to visit another region. It is recommended to get these kind of overarching organizations together in order to share ideas and see whether they can contribute to realizing a skilled convener or intermediary organization, or possibly can do it themselves.

8.2.2.3 Recommendations for entrepreneurs

In order to provide an attractive offer it is important that the entrepreneurs stay up to date and improve their offer when necessary, to keep meeting the wishes and needs of the tourists. Activities and facilities should be offered that meet the demand, including sufficient opening hours. For this, staying in touch with overarching organizations such as Bureau Toerisme Laag Holland, Amsterdam Marketing, TOP, the association of agrarian nature- and landscape management Water, Land & Dijken and suchlike is recommended. Through these organizations, the entrepreneurs can stay informed, for example about trends and developments in the market and the region.

Additionally, meetings organized by these organizations can help to further develop the offer. Many entrepreneurs have ideas about how to further develop the tourism and leisure sector and its offer in Waterland. Several entrepreneurs for example expressed the idea to develop a bike renting network, so that tourists can rent a bike at a certain point and leave it at another point to travel further by public transport. Such ideas can be shared with each other during meetings. In this way, maybe someone can be found to pick up an idea. However, off course entrepreneurs can also share their ideas by themselves. They can also propose their ideas to other entrepreneurs of which they think they can possibly pick it up. So, it is recommended to try to get in contact with each other, to share ideas and to see if these ideas can be realized by someone.

Finally, it is recommended to especially not be afraid to collaborate with other entrepreneurs. Through collaborating one can strengthen each other. The market seems to be large enough for everyone, especially when Waterland will focus more on Amsterdam city and its tourism market. When the focus on Amsterdam and its tourists can be intensified, the market will potentially be even large enough during the low season. As such, also share with others how you dealt with developing tourism and leisure, what it brings to you and so forth. Especially for the ones who still doubt whether they will start something in tourism and leisure, such information can be important in making a decision. In this way, together you can further develop the tourism and leisure sector and its activities and facilities in Waterland, to make Waterland even more attractive for tourists.

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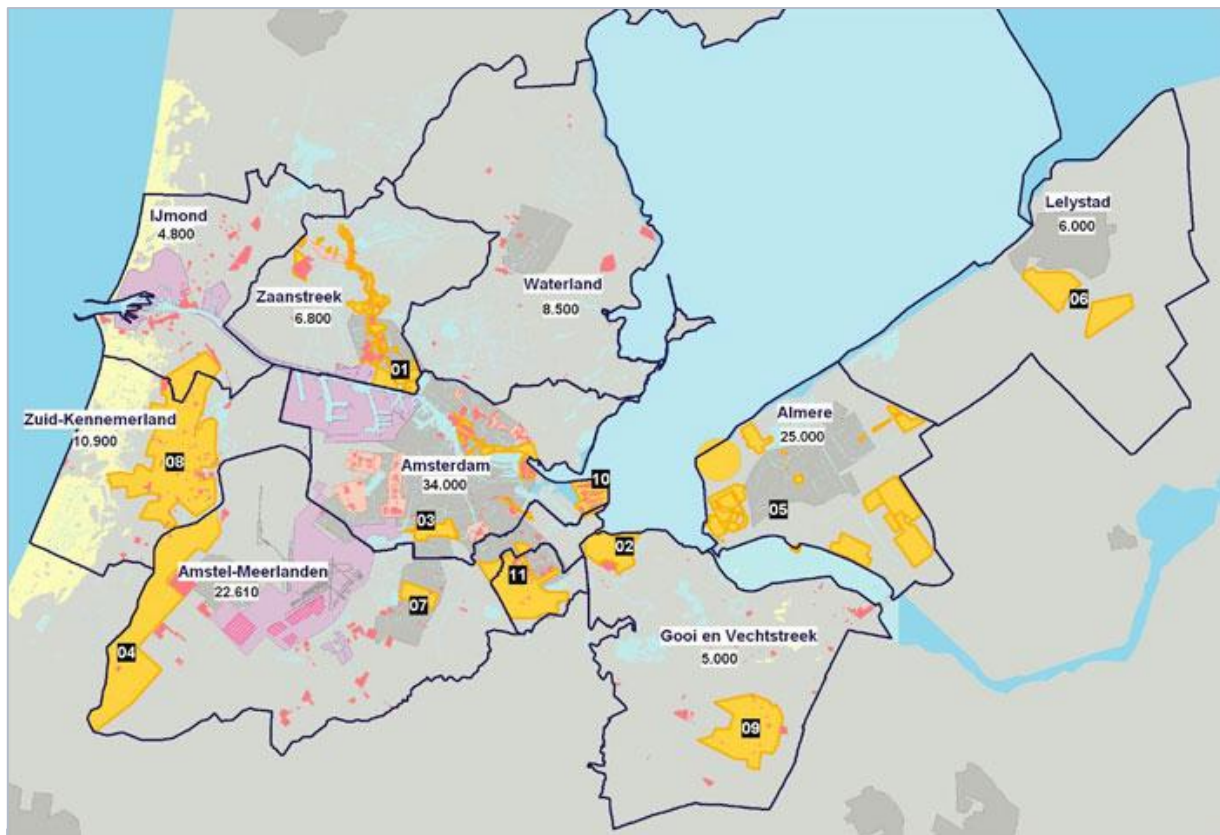
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Appendices

Appendix I, The Amsterdam Metropolitan Area

The Amsterdam Metropolitan Area consists of eight sub-regions: IJmond, Zaanstreek, Waterland, Flevoland (sometimes also mentioned as Almere and Lelystad), Zuid-Kennemerland, Amsterdam, Amstelland Meerlanden and Gooi en Vechtstreek (Amsterdam Economic Board, 2014; Metropoolregio Amsterdam, 2016^a, pp. 51–53). See figure 3 (Amsterdam Economic Board, 2014; Metropoolregio Amsterdam, n.d.^c) for a map of the Amsterdam Metropolitan Area. It includes 32 municipalities within the provinces of Noord-Holland and Flevoland, and the city region Amsterdam (Metropoolregio Amsterdam, n.d.^d). However, the area does not have a strict border and so, collaboration sometimes also takes place outside this metropolitan area (Metropoolregio Amsterdam, n.d.^b).



City region (1): Amsterdam

Provinces (2): Noord-Holland and Flevoland

Municipalities (32): Aalsmeer, Almere, Amstelveen, Amsterdam, Beemster, Beverwijk, Blaricum, Bloemendaal, Diemen, Edam-Volendam, Gooise Meren, Haarlem, Haarlemmerliede-Spaarnwoude, Haarlemmermeer, Heemskerk, Heemstede, Hilversum, Huizen, Landsmeer, Laren, Lelystad, Oostzaan, Ouder-Amstel, Purmerend, Uithoorn, Velsen, Waterland, Weesp, Wijdmeren, Wormerland, Zaanstad, Zandvoort.

Figure 3: The Amsterdam Metropolitan Area.

Adapted from *Amsterdam Economic Board* website, by Amsterdam Economic Board, 2014, retrieved from <https://www.amsterdameconomicboard.com/nieuws/metropoolregio-blijft-aantrekkelijk-voor-internationale-bedrijven> Copyright 2014 by Amsterdam Economic Board.

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Appendix II, Visit Amsterdam, See Holland

Within the project 'Visit Amsterdam, See Holland' six themes have been distinguished that each represent an area within the Amsterdam Metropolitan Area (see figure 4) (Provincie Noord-Holland, n.d.). Through these six themes tourists are being seduced to visit different areas within the Amsterdam Metropolitan Area (Provincie Noord-Holland, n.d.). The purpose of these themes is to help the tourists in making a choice out of the large diversity of tourism products within the Amsterdam Metropolitan Area (Demmers-van Es & van Oostrom, 2015, p. 37). The six themes are:

- **"Old Holland:** The area North of Amsterdam, from Zaanstad to Marken and from Monnickendam to Beemster" (Amsterdam Marketing, 2016, p. 28).
- **"Amsterdam Beach:** The coastline within the Amsterdam Metropolitan Area, from Zandvoort to Wijk aan Zee" (Amsterdam Marketing, 2016, p. 28).
- **"Flowers of Amsterdam:** The flower area southeast of Amsterdam, from the FloraHolland flower auction to the Keukenhof amusement park" (Amsterdam Marketing, 2016, p. 28).
- **"New Land:** The area in the province of Flevoland from Almere to Lelystad" (Amsterdam Marketing, 2016, p. 28).
- **"Castles & Gardens of Amsterdam:** The area southwest of Amsterdam, from Aalsmeer to Huizen and Muiden to Loosdrecht" (Amsterdam Marketing, 2016, p. 28).
- **"Authentic Haarlem:** Haarlem" (Provincie Noord-Holland, n.d.).



Figure 4: The six themes of 'Visit Amsterdam, See Holland'.

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Next to these themes, various characters have been distinguished (see figure 5) (Provincie Noord-Holland, n.d.). These characters are based on experiences that fit the area. To each theme belong several characters as displayed in table 2 (Provincie Noord-Holland, n.d.). The theme ‘Old Holland’ with its characters ‘Amsterdam Waterland’, ‘Smalltown Harbours’ and ‘Industrial Heritage’ are applicable for the region Waterland (Demmers-van Es & van Oostrom, 2015, p. 37).



Figure 5: The characters of ‘Visit Amsterdam, See Holland’.

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Table 2: The six themes and its characters of ‘Visit Amsterdam, See Holland’

Theme	Old Holland	Amsterdam Beach	Flowers of Amsterdam	New Land	Castles & Gardens of Amsterdam	Authentic Haarlem
Characters	<ul style="list-style-type: none"> Smalltown Harbours Amsterdam Waterland Industrial Heritage 	<ul style="list-style-type: none"> Bubbling Beach Wind Water Beach Dutch Dunes 	<ul style="list-style-type: none"> Flower Strip 	<ul style="list-style-type: none"> New Land The Big Lake 	<ul style="list-style-type: none"> Fortress Stretch Historical River Estates Leisure Lakes Amstel River Countryside 	<ul style="list-style-type: none"> Authentic Haarlem

Note: Adapted from “Marketingconcept Amsterdam bezoeken, Holland zien: Metropool Amsterdam”, by Provincie Noord-Holland, n.d., retrieved from https://www.noord-holland.nl/Onderwerpen/Cultuur_en_Erfgoed/Projecten/HollandCall_2016/Inspiratie. Copyright n.d. by Provincie Noord-Holland.

Appendix III, Waterland

The region Waterland consists of the municipalities Beemster, Edam-Volendam, Landsmeer, Purmerend, Waterland, Wormerland and (former) Zeevang (the municipalities in green in figure 6) (Waterlands Archief, n.d.). Since the first of January 2016 the municipality Zeevang has merged with the municipality Edam-Volendam (Gemeente Edam-Volendam, n.d.). The municipality Waterland is displayed in figure 7 (Google Maps, 2016^a) and the urban district 'Urban North'/Waterland in figure 8 (Google Maps, 2016^b).



Figure 6: Region Waterland.

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Figure 7: Municipality Waterland.

Reprinted from *Google Maps* website, by Google Maps, 2016^a, retrieved from <https://goo.gl/maps/Br3GGUGnnqF2> Copyright n.d. by Google Maps.

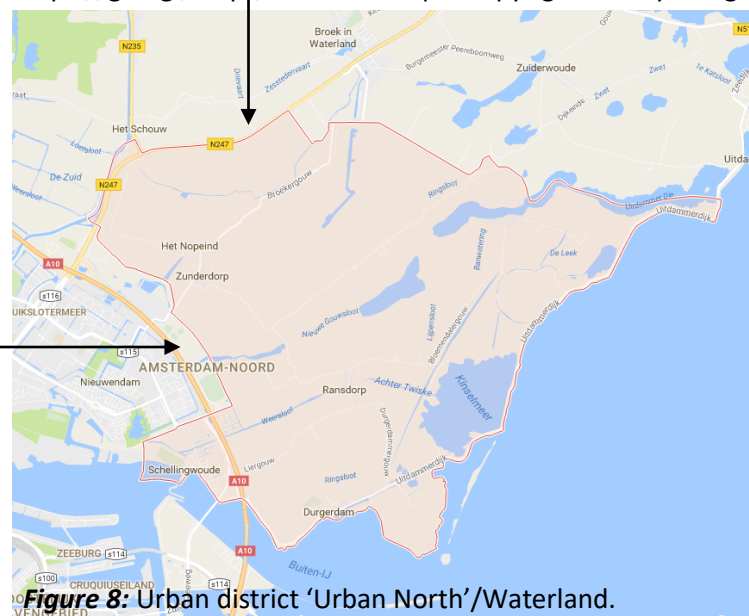


Figure 8: Urban district 'Urban North'/Waterland.

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Appendix IV, Cooperation, coordination and collaboration

Cooperation involves the lowest level of intensity and is the most informal. This term is related to “informal relationships that exist without any commonly defined mission, structure or planning effort” (Mattessich & Monsey, 1992, p. 42). Each organization retains authority, “information is shared as needed” and the resources as well as the rewards are separate (Lu et al., 2014, p. 3; Mattessich & Monsey, 1992, p. 42; Winer & Ray, 1994, p. 22). Organizations share information “to support each other’s organizational activities” (Wang & Xiang, 2007, p. 81). Cooperation is related to short term projects or projects that can be achieved in one single attempt (Leung, 2013, p. 450).

The term ‘coordination’ is related to “more formal relationships and understanding of compatible missions” (Mattessich & Monsey, 1992, p. 42). It involves some planning, division of roles and communication channels between organizations. The organizations still retain authority. The resources and rewards are available to the participants and mutually acknowledged (Lu et al., 2014, p. 3; Mattessich & Monsey, 1992, p. 42; Winer & Ray, 1994, p. 22). Autonomous organizations “align activities, sponsor particular event, or deliver targeted services in pursuit of compatible goals” (Wang & Xiang, 2007, p. 81). Coordination is related to continuous medium or long-term projects (Leung, 2013, p. 450). This longer-term interaction is focused around a specific effort or program (Winer & Ray, 1994, p. 22).

Finally, collaboration refers to a “more durable and pervasive relationship” (Mattessich & Monsey, 1992, p. 42; Winer & Ray, 1994, p. 22). Next to individual interests and outcomes, there is also a shared outcome (Thomson & Perry, 2006, p. 23). Here, separate organizations are brought together in a new structure, where they are committed to a common mission. Planning and communication channels are important. The authority is determined by the structure of the collaboration and each organization contributes its own resources. The resources are being brought together and the products are being shared. However, each organization retains its own identity (Mattessich & Monsey, 1992, p. 42; Winer & Ray, 1994, pp. 22–23). Organizations work together through common strategies to realize a jointly determined purpose (Wang & Xiang, 2007, p. 81). Each organization has a separate and special function within the collaboration and provides valuable services or products (Winer & Ray, 1994, p. 23).

Appendix V, Potential benefits, problems and challenges of collaboration

While explaining the concept of collaboration, several scholars mention potential benefits and problems of collaboration. When the benefits outweigh the problems it is worth it to develop collaboration (Selin & Beason, 1991, p. 640). Bramwell and Lane (2000) provide a comprehensive overview of potential benefits and problems with a focus on tourism planning. Other scholars, such as Aas et al. (2005), Babiak (2008), De Araujo and Bramwell (2002), Devine et al. (2010), Jamal and Getz (1995), Leung (2013) and Mattessich and Monsey (1992) also mention potential benefits of collaboration. However, the potential benefits mentioned by them are also mentioned by Bramwell and Lane. As such, the overview of Bramwell and Lane seems to be the most complete and is adapted here. The potential benefits most relevant to this study are mentioned in table 3 (Bramwell & Lane, 2000, p. 7). According to Bramwell and Lane, these benefits can result in fewer disadvantageous impacts of tourism, an increase in the operational efficiency, increased equity and collaborative advantage for the destination and its organizations (Bramwell & Lane, 2000, p. 7). It can also lead to achieving or creating something that is greater than an organization could achieve on its own (Devine et al., 2010, p. 202).

Table 3: Potential benefits of collaboration

- By involving a range of stakeholders, change and improvement may occur in tourism development.
- The economic, employment and societal base of a region might be broadened, as non-tourism activities may be encouraged.
- Greater innovation and effectiveness can possibly be achieved, through creative synergy arising from working together.
- Knowledge, attitudes and other capacities of different stakeholders might be brought to the policy-making process.
- Stakeholders can learn from the work, skills and potential of the other stakeholders. Group interaction and negotiation skills can be developed to improve the collaboration.
- The resources of stakeholders might be pooled, possibly leading to a more effective use of it.
- Working together may lead to attitudes that are more constructive and less adversarial.
- The consideration of economic, environmental and social issues that affect the sustainable development of resources may be greater.
- Democracy can be favored as control and decision-making power may be spread out among the multiple stakeholders.
- The social acceptance of policies may increase, as several stakeholders are involved. As such, implementation and enforcement may become easier.
- When the decision-making process includes multiple stakeholders, the policies coming forth from this might be more flexible and sensitive to changing conditions and local circumstances.

Note: Adapted from *Tourism collaboration and partnerships: Politics, practice and sustainability*, by B. Bramwell & B. Lane, 2000, Clevedon, UK: Channel View. Copyright [2000] by authors.

However, although collaboration can bring many benefits, there are also several problems that can arise from collaboration. Here, scholars such as Aas et al. (2005), Babiak (2008), De Araujo and Bramwell (2002), Golich (1991), Selin and Beason (1991) and Thomson and Perry (2006) mention potential problems. However again, the overview of Bramwell and Lane (2000) seems to be the most complete and is adapted here. The to this study most relevant potential problems are mentioned in table 4 (Bramwell & Lane, 2000, p. 9). As Bramwell and Lane (2000, p. 8) argue, these potential problems limit the number of collaborations and cause that collaborations that have been formed, do not always achieve their potential. One important potential difficulty is mistrust. This is related to perceptions and misperceptions stakeholders have about each other. This is difficult to overcome (Bramwell & Lane, 2000, p. 8).

Table 4: Potential problems of collaboration

- There may be insufficient resources regarding requirements for additional staff time, leadership and administrative resources.
- Stakeholders may not be disposed to reduce their own power or work together with unfamiliar partners or previous opponents.
- Stakeholders with less power may be excluded from the process of collaboration or have less influence in the process.
- Individuals or groups with more effective political skills may get the power within collaboration.
- Some stakeholders may be inactive in working with others or may be uninterested. They sometimes decide to rely on the other stakeholders to produce the benefits from collaboration.
- Innovation may be blocked by the vested interests and established practices of the multiple stakeholders that are involved in collaboration.
- Entrepreneurial development might be discouraged by the need to develop consensus and to disclose new ideas before their introduction.
- Involving a range of stakeholders might be costly and time-consuming.
- To involve all stakeholders equally is difficult because of the complexity of engaging diverse stakeholders.
- Decision-making may be fragmented and the control over implementation may decrease.
- The bureaucracy of some collaborations seeks to extend the lives of a collaboration unreasonably, in this way outliving its usefulness.

Note: Adapted from *Tourism collaboration and partnerships: Politics, practice and sustainability*, by B. Bramwell & B. Lane, 2000, Clevedon, UK: Channel View. Copyright [2000] by authors.

Appendix VI, Detailed explanation key factors collaboration

Before diving into detail about the factors that can possibly play a key role in collaboration, Selin and Chavez (1995, p. 848) and Wang and Xiang (2007, p. 78) have identified forces that can give rise to the formation of a collaboration. In general, these forces can be competitive, technological, political, social or economic of nature (Selin & Chavez, 1995, p. 848; Wang & Xiang, 2007, p. 78).

Through a literature review and empirical outcomes of their study, Selin and Chavez (1995, p. 848) and Wang and Xiang (2007, p. 78) have identified several forces within the context of tourism collaboration. **Crisis** is a force that “is often the catalyst for collective action” (Selin & Chavez, 1995, p. 848) and directs “the efforts of potential partners toward a specific problem” (Wang & Xiang, 2007, p. 78). “The intervention of a **broker or convener**” can also initiate collaboration (Selin & Chavez, 1995, p. 848), as they can “provide a forum or create opportunity for interaction” (Wang & Xiang, 2007, p. 78). Sometimes, collaboration “can be legally **mandated**” (Selin & Chavez, 1995, p. 848). Another force that can cause collaboration is a **common vision** among partners who recognize the importance of something. **Existing networks** is also a force that can cause a new collaboration, for example where partners have already been working together in other projects or already know each other through social activities (Selin & Chavez, p. 848). In this way, they can introduce potential partners to each other and direct them “to the issues on which they may be mutually dependent or perceive desired benefits” (Wang & Xiang, 2007, p. 78). **Leadership** is a force that can develop new collaboration. A strong leader can act “as a catalyst to bring the various interests together” (Selin & Chavez, p. 849) and can “get the partnership moving or convene the initial meeting” (Wang & Xiang, 2007, p. 78). Similarly, **incentives** can also be a force that leads to collaboration development. Finally, **vested interest** can also be an important factor for collaboration development. A strong sense of community and personal attachment can be motivating to get involved in collaboration (Selin & Chavez, 1995, p. 849).

Additionally, next to these environmental forces as preconditions for collaboration, Wang and Xiang (2007, pp. 78–79) also recognize motivational forces related to why organizations choose to collaborate. They distinguish three broad categories of different motivations: “strategy oriented, transaction cost oriented, and learning oriented” (Wang & Xiang, 2007, p. 78). By bringing together “knowledge, expertise, capital and/or other resources” (Wang & Xiang, 2007, p. 79), organizations and destinations can gain competitive advantage, “access to new assets, markets and technologies or spread the cost of marketing innovation”, and “improve their strategic positions in the marketplace” (Wang & Xiang, 2007, p. 79). More specific, Logsdon (1991) identified motivations related to the “fundamental interests of the firm” (p. 25), such as efficiency, (environmental) stability and legitimacy, and motivations related to the interdependence, such as reciprocity and asymmetry.

Following these forces that can play a role in giving rise to collaboration, now a detailed description of the factors that can play a key role in collaboration will be given.

Category 1 – Environment

Factor 1: History of collaboration or cooperation in the community

Description: “A history of collaboration or cooperation exists in the community and offers the potential collaborative partners an understanding of the roles and expectations required in collaboration and enables them to trust the process” (Mattessich & Monsey, 1992, p. 19).

According to Mattessich and Monsey (1992, p. 19) several implications are related to this factor:

- When there is a history of cooperation or collaboration or when this is encouraged, collaboration is more likely to succeed.
- It is important to take into account the “level of development, understanding, and acceptance of collaboration” (Mattessich & Monsey, 1992, p. 19) within a community when planning a collaboration and setting goals for it.
- When a community has no or little history in collaboration, it is important to first address environmental issues before the collaboration is started. Some examples are “advocacy for legislation and/or funding which promotes collaboration, as well as educating potential collaborators or regarding the benefits and processes of collaboration” (Mattessich & Monsey, 1992, p. 19).
- Within a community there might be an “inhospitable environment for collaboration” (Mattessich & Monsey, 1992, p. 19), for example when organizations were competitors.

Factor 2: Collaborative group seen as a leader in the community

Description: “The collaborative group (and by implication, the agencies in the group) is perceived within the community as a leader” (Mattessich & Monsey, 1992, p. 20) and as “reliable and competent” (Lu et al., 2014, p. 13), “– at least related to the goals and activities it intends to accomplish” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 20).

According to Mattessich and Monsey (1992, p. 20) several implications are related to this factor:

- When collaboration intends to influence a community, the collaboration “must be perceived as a legitimate leader” (Mattessich & Monsey, 1992, p. 20) by that community.
- The leadership image of a collaboration must be assessed in the early stages of collaboration. When this image is deficient, it should be corrected.
- When a collaborative project is community-wide, broad legitimacy is required. When a collaborative project is of smaller scale, legitimacy is required from a smaller group.

Factor 3: Political/social climate favorable

Description: “Political leaders, opinion-makers, persons who control resources, and the general public support (or at least do not oppose) the mission of the collaborative group” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 21).

According to Mattessich and Monsey (1992, p. 21) several implications are related to this factor:

- To create an optimal social and political climate, partners of the collaboration should spend time in advance to sell the collaboration to key leaders.
- “Often, the political and social climate acts as a positive external motivator to collaboration. For example, policymakers may encourage collaborations as a way of tackling issues most effectively” (Mattessich & Monsey, 1992, p. 21).
- When the climate is not appropriate for collaboration, tactics and strategies should be considered, for example to change the public commitment, in order to improve the climate and to achieve the goals of collaboration.
- In order to meet social and political requirements, the goals that are being set should be realistically.
- The goals of a collaboration and the process for reaching those goals “should be perceived as cost-effective and not in conflict with (or a drain on) ongoing community endeavors” (Mattessich & Monsey, 1992, p. 21).
- During the life of a collaboration, the social and political climate can change. Therefore, the climate should be monitored and actions should be taken when the climate changes.

Final note: What other scholars say

Leung (2013) also identifies “contextual factors”, which “refer to the environment in which the collaboration is situated and by which it is affected” (p. 450). According to Leung (2013) this can be the “policy environment”, the “emergence and development of social problems and needs” and “support from the community and public in general” (p. 450). The effectiveness of collaboration will be enhanced by a stable environment. Munificence of external (environmental) resources and funding that is needed to maintain the collaboration is also part of this (Leung, 2013, p. 450). Organizations’ experience with collaboration in the past can have important influence on the willingness to collaborate. Negative, ineffective experiences can make it more difficult to develop collaboration, while positive, effective experiences can make it easier. Historical disagreement among organizations about issues the collaboration tries to address can also make collaboration more difficult (Winer & Ray, 1994, p. 25).

Category 2 – Membership characteristics

Factor 4: Mutual respect, understanding and trust

Description: “Members of the collaborative group share an understanding and respect for each other and their respective organizations: how they operate, their cultural norms and values, limitations, and expectations” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 22).

According to Mattessich and Monsey (1992, p. 22) several implications are related to this factor:

- Partners should put energy into learning and getting to know each other at the beginning of a collaboration. The purpose of the collaboration should temporarily be set aside.

- “Partners must present their intentions and agendas honestly and openly to bring out trust-building” (Mattessich & Monsey, 1992, p. 22).
- It takes time to build strong relationships.
- Time should be set aside to get an understanding of the “cultural context and membership (how language is used, how people are perceived)” (Mattessich & Monsey, 1992, p. 22).
- A lack of understanding about other partners in the collaboration may lead to conflicts.
- Already existing connections outside the proposed collaboration “provide a foundation for the communication, trust, and sharing that will be crucial to building a successful collaboration” (Mattessich & Monsey, 1992, p. 22). When there are not such connections, it may be important to understand why.

Factor 5: Appropriate cross-section of members

Description: “To the extent that they are needed” (Lu et al., 2014, p. 13), “the collaborative group includes representatives from each segment of the community who will be affected by its activities” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 23).

According to Mattessich and Monsey (1992, p. 23) several implications are related to this factor:

- “The group should carefully review who needs to be involved” (Mattessich & Monsey, 1992, p. 23) in the collaboration. Time should be taken “to identify the people who have either explicit or unspoken control over relevant issues. These key people should be invited to become partners or to participate in the collaboration some other way” (Mattessich & Monsey, 1992, p. 23).
- It should be continuously monitored by the partners whether new partners should be included in the collaboration. For this, a formal plan about integration and/or education of new members should be developed.
- “The cross-section of members cannot be so broad and the number of collaborative members so great that the process of collaboration becomes unmanageable” (Mattessich & Monsey, 1992, p. 23).
- When partners have similarities, for example in their purpose, the areas they serve, the characteristics and kind of clients they serve, etcetera, the partners will already have some understanding and interdependence upon which they can build.

Factor 6: Members see collaboration as in their self-interest

Description: “Collaborating partners believe that they will benefit from their involvement in the collaboration and that the advantages of membership will offset costs such as loss of autonomy and “turf” “ (Lu et al., 2014, p. 13).

According to Mattessich and Monsey (1992, p. 24) several implications are related to this factor:

- Make very clear what partners can gain from the collaboration. These expectations should be included in the goals, in order to keep them visible during the whole collaboration.
- In order to have individual organizations get and stay involved, incentives should be build in. Here, it should be monitored whether these incentives keep motivating the partners.

Factor 7: Ability to compromise

Description: “Collaborating partners are able to compromise, since the many decisions within a collaborative effort cannot possibly fit the preferences of every member perfectly” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 24).

According to Mattessich and Monsey (1992, p. 24) several implications are related to this factor:

- The partner organizations should give their representatives some freedom to work out agreements. Strict rules and expectations will make collaboration difficult.
- When reaching decisions, the partners in a collaboration should be given time to “act deliberately and patiently” (Mattessich & Monsey, 1992, p. 24).
- Partners in a collaboration must know when seeking compromise and/or common ground is necessary and when major decisions can be worked through.

Final note: What other scholars say

Similarly, Thomson and Perry (2006, p. 28) mention reciprocity, trust and reputation as key factors of collaboration. Reciprocity is related to an equal distribution of costs and benefits, an “I will if you will” mentality. Here, partners are willing to invest as they expect that over time their partners will equalize this investment. “It is based on the social norm that one has an obligation to contribute to receive benefits” (Logsdon, 1991, p. 26). Additionally, Devine et al. (2010, p. 211) argue that collaborations are based on reciprocity, in which organizations choose to collaborate because of the mutual advantages that can be gained. Furthermore, they also refer to the investment in each other, in order to “demonstrate their respective stakes in the relationship with each other” (Devine et al., 2010, p. 204).

Trust relates to the “common belief among a group of individuals that another group (1) will make “good-faith efforts to behave in accordance with any commitments both explicit and implicit”, (2) will “be honest in whatever negotiations preceded such commitments”, and (3) will “not take excessive advantage of another even when the opportunity is available” ” (Thomson & Perry, 2006, p. 28). Similarly, Devine et al. (2010) mention the importance of behaving in “honourable ways that justify and enhance mutual trust”, in which “they do not abuse the information they gain, nor do they undermine each other” (p. 204). According to them, trust is a precondition for successful collaboration. However, suspicion and mistrust happens often in collaborations (Devine et al., 2010, p. 213).

Related to trust is credibility, which “refers to the ‘quality of being trusted or believable’” (Devine et al., 2010, p. 217). “Perceived lack of organizational credibility can discourage other organizations from collaborating with them” (Devine et al., 2010, p. 217). Additionally, Wang (2008, p. 158) argues that trust is also related to the level of involvement and commitment. Casey (2008) and Perrault et al. (2011) consider “getting to know the partner” and “relationship building” (p. 77; p. 284) as a crucial factor for successful collaboration. Developing trust, “valuing the partner, (...) a sense of ownership and a sense of belonging” (Casey, 2008, p. 77; Perrault et al., 2011, p. 284) are part of this. Strong relationships and “acknowledging each partners level of competence” are of importance here (Casey, 2008, p. 77). Wang and Xiang (2007, p. 82) mention that trust is also a critical element in avoiding, resolving and making compromises in conflicts.

Differing interests and potential conflicts arising from this can be overcome when one organization has resources that another organization needs or can benefit from and vice versa. In this way, the organizations can mutually reinforce each other (Thomson & Perry, 2006, p. 27) when there is an appropriate cross-section of members and different stakeholder groups are included (Jamal & Getz, 1995, p. 198). Also Devine et al. (2010) mention the importance of having strong partners that “have something of value to contribute” (p. 204) to the collaboration. According to them, through interdependence the partners have “complementary assets and skills” (Devine et al., 2010, p. 204) which makes that the partners need each other. Similarly, Casey, (2008) also mentions “dependence on competence and resources and shared knowledge” (p. 77). “Good working relationships and trust” (Devine et al., 2010, p. 215) are the foundation of a collaboration and so, the selection of members is critical to success according to Devine et al. (2010, p. 215).

Thomson and Perry (2006, pp. 26–27) emphasize that all members have their own self-interest, related to their organizational identity and missions. This self-interest can sometimes create tensions with the collective interest. At the same time, by “forging commonalities out of differences” (Thomson & Perry, 2006, p. 27) it can also lead to highly satisfying results. Additionally, “organizations that collaborate must experience mutually beneficial interdependencies based either on differing interests (...) or on shared interests” (Thomson & Perry, 2006, p. 27). Similarly, De Araujo and Bramwell (2002, p. 1140) and Jamal and Getz (1995, p. 196) also emphasize the importance of recognizing the individual and/or mutual benefits. Jamal and Getz (1995) recognize that organizations are “autonomous but interdependent” and “solutions emerge by dealing constructively with differences” (p. 189).

Finally, Thomson and Perry (2006) also mention that members should be able to compromise, as not everyone “has to agree on the best possible solution”, but “have to be willing to support the decision” (p. 24) that is made.

Category 3 – Process/Structure

Factor 8: Members share a stake in both process and outcome

Description: “Members of a collaborative group feel “ownership” of both the way the group works and the results or product of its work” (Mattessich & Monsey, 1992, p. 25). “Collaborating partners have invested the right amount of money and time in the collaborative effort. The level of commitment among the collaborating partners is high” (Lu et al., 2014, p. 13).

According to Mattessich and Monsey (1992, p. 25) several implications are related to this factor:

- To develop ownership among all partners in a collaboration, “adequate time and resources must be devoted” (Mattessich & Monsey, 1992, p. 25).
- The collaboration’s operating procedures and principles must give the partners the feeling that they also have ownership in the decisions and outcomes.
- The ownership of a collaboration must be monitored continuously. When needed, changes should be made in the process or structure so that the feeling of ownership will be ensured.
- Having interagency teams participate in the planning and monitoring of the collaboration can “solidify ownership and ongoing commitment” (Mattessich & Monsey, 1992, p. 25).

Factor 9: Multiple layers of decision-making

Description: “Every level (upper management, middle management, operations) within each partner organization has at least some representation and ongoing involvement in the collaborative effort” (Lu et al., 2014, p. 13).

According to Mattessich and Monsey (1992, p. 26) several implications are related to this factor:

- Successful collaborations recognize “the multiple layers of management in each organization” (Mattessich & Monsey, 1992, p. 26) and create ways to involve them.
- At the beginning of a collaboration, systems have to be developed in order to include the necessary staff of each organization involved in the collaboration.
- It may not be sufficient to link leaders in order to sustain a large collaboration. Stronger ties and greater success can be build through integrating efforts in the system of all members.
- Having talented people that are key in an organization, are assigned to work on the collaboration and are interested in the success of the collaboration is important.

Factor 10: Flexibility

Description: “The collaborative group remains open to varied ways of organizing itself and accomplishing its work” (Mattessich & Monsey, 1992, p. 27). “When decisions are made, members are open to discussing different options. Members are willing to consider different ways of working” (Lu et al., 2014, p. 13).

According to Mattessich and Monsey (1992, p. 27) several implications are related to this factor:

- Flexibility in both the structure and the methods of collaboration is needed.

- It is important to communicate the flexibility that is needed and expected at the beginning of a collaboration.
- It is important to monitor the collaboration in order to ensure that it remains flexible. Over time, groups often tend to solidify norms. This can constrain the thinking and behavior of the group.

Factor 11: Development of clear roles and policy guidelines

Description: “The collaborating partners clearly understand their roles, rights, and responsibilities; and how to carry out those responsibilities” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 27).

According to Mattessich and Monsey (1992, p. 28) several implications are related to this factor:

- The rights, roles and responsibilities of partners have to be discussed among the members. Agreement has to be reached about this and it should be communicated clearly to all relevant parties. For this, it may be helpful to have letters of agreement.
- Any conflict that is the result of demands that are placed upon a partner as employee of an organization they represent, that compete with demands placed upon them as a member of a collaboration, have to be resolved. It may be necessary for organizations that participate in the collaboration to change policies and/or procedures in order to reduce such role conflicts.
- When assignments are being made, the interests and strengths of the partners should be considered. People will feel more attracted towards their interests.

Factor 12: Adaptability

Description: “The collaborative group has the ability to sustain itself in the midst of major changes – even changes of major goals or members – in order to deal with changing conditions” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 28).

According to Mattessich and Monsey (1992, pp. 28–29) several implications are related to this factor:

- A collaboration should stay aware of trends in the community, other environmental changes and the directions its partners pursue. The collaboration should adapt itself to these developments.
- Regularly reviewing and when necessary revising the goals and visions of a collaboration is needed.
- The goals and outcomes of members can change. Such changes should continually be incorporated when necessary.

Factor 13: Appropriate pace of development

Description: “The collaborative group has tried to take on the right amount of work at the right pace. The project is currently able to keep up with the work necessary to coordinate all the people, organizations, and project activities” (Lu et al., 2014, p. 13).

Final note: What other scholars say

Similarly, Thomson and Perry (2006, p. 24) mention that joint decision making through shared power arrangements is important. De Araujo and Bramwell (2002, p. 1140), Jamal and Getz (1995, p. 189), Lu et al. (2014, p. 4) and Perrault et al. (2011, p. 284) also mention the importance of joint decision making. According to Devine et al. (2010), power gives people the “potential or actual ability to influence others in the desired direction” and can be “used and abused (...) to affect the dynamics of” (p. 216) the collaboration. Power and inequity among members should therefore be balanced as good as possible, so that joint actions and decisions can be made (Winer & Ray, 1994, p. 25). Next to that, equal and fair distribution of power and results of the collaboration is important in order to prevent internal competition among the partners. Internal competition can destroy the collaborative effort (Winer & Ray, 1994, p. 25). By identifying asymmetrical power distribution as a barrier to success, Golich (1991, p. 235) also seems to emphasize the importance of equal power distribution. Casey (2008, p. 78) also highlights the importance of equity and involvement of partners in decision making. However, Casey (2008) also emphasizes that partners can never be really equal, as they all “have different skills and expertise to contribute in different contextual settings” (p. 79). Devine et al. (2010) also refer to this as democracy and equality, arguing that “the level of democracy (...) can affect its success” (p. 218). However, as Casey (2008) mentions, power is also needed as “an integral part of change” and to “alter how the roles and responsibilities (...) are designated” (p. 79). Finally, Jamal and Getz (1995) argue that there should be the “perception that decisions arrived at will be implemented” (p. 197), due to the legitimacy and power of the decision making process; that “collective responsibility for the future direction” is important (Jamal & Getz, 1995, p. 189; Perrault et al., 2011, p. 284); and that everyone supports the decision that is made (Thomson & Perry, 2006, p. 24). Clear rules and structures are necessary for this (Thomson & Perry, 2006, p. 24).

Structure is a critical factor, in which clear roles and responsibilities are important (Devine et al., 2010, p. 204; Lu et al., 2014, p. 4; Olson et al., 2011, p. 6; Thomson & Perry, 2006, p. 25), in order to self-regulate planning and development (Jamal & Getz, 1995, p. 199). Linkages and “shared ways of operating” (Devine et al., 2010, p. 204) are also important to be able to smoothly work together. In order to collaborate over a longer period of time, a high level of commitment among partners is needed (Devine et al., 2010, p. 212; Olson et al., 2011, p. 6). Casey (2008) even argues that a “partnership framework” is needed to “guide implementation and monitoring” of collaboration and so, to “structure the partnership process” (p. 78). However, as Leung (2013, p. 451) emphasizes, although close links and cohesion among partners is important, there should be a balance between dependence and autonomy. How organizations approach and deal with a collaboration highly depends on its own culture and structure within the organization (Devine et al., 2010, p. 214).

Finally, it is also mentioned that “collaboration is an emergent process” (De Araujo & Bramwell, 2002, p. 1140; Jamal & Getz, 1995, p. 189; Olson et al., 2011, p. 6) in which the organizations have to cope with changes and the increasing complexity of the environment. Through monitoring and revising, strategies will have to be adapted over time (Jamal & Getz, 1995, p. 199).

Category 4 – Communications

Factor 14: Open and frequent communication

Description: “Collaborative group members interact often, update one another, discuss issues openly, convey all necessary information to one another and to people outside the group” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 29). “The people who lead this collaborative group communicate well with the members” (Lu et al., 2014, p. 13).

According to Mattessich and Monsey (1992, pp. 29–30) several implications are related to this factor:

- At the start of a collaboration, a communication system should be set up. Also the responsibilities of each member for communication should be identified.
- It may be necessary to have staff for communication, dependent on the size and complexity of the collaboration.
- Effective communication can be highlighted or rewarded through incentives. Ineffective communication can be discouraged in this way.
- In order to reflect on the diverse ways of communicating of the partners in the collaboration, communication strategies have to be planned.
- “Acknowledge that problems will occur, and that they must be communicated. Acknowledge that conflict is good, and that there are topics on which collaborators may “agree to disagree” ” (Mattessich & Monsey, 1992, p. 30).
- Selectively distributing communication, both oral and written, might make the group fall apart and so, should be avoided.

Factor 15: Established informal and formal communication links

Description: “Channels of communication exist on paper, so that information flow occurs. In addition, members establish personal connections – producing a better, more informed, and cohesive group working on a common project” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 30).

According to Mattessich and Monsey (1992, pp. 30–31) several implications are related to this factor:

- In order to develop strong personal connections, it is needed that partners represent themselves stable. “If representatives “turn over” too rapidly, or differ from meeting to meeting, strong links will not develop” (Mattessich & Monsey, 1992, p. 30).
- Communication efforts such as meetings, trainings, and interagency work groups should promote understanding, cooperation, and transfer of information (Mattessich & Monsey, 1992, p. 30).
- It might be helpful for partners in a collaboration to set aside social time.
- In order to upgrade and further develop communication, procedures and systems should be reviewed regularly.
- “Don't rely too much on the paper process; get to know each other” (Mattessich & Monsey, 1992, p. 31).

Final note: What other scholars say

Devine et al. (2010, p. 219) and Thomson and Perry (2006, p. 25) also mention good communication as one of the key factors, playing a vital role in collaboration. According to Devine et al. (2010, p. 204), open communication and sharing information that is required to make the collaboration work is important, such as information about the own organization as well as what one can offer the collaboration, in order to increase the “understanding of the problem they are jointly seeking to address” (Thomson & Perry, 2006, p. 26). Casey (2008) and Perrault et al. (2011) also mention “communication and interaction within the” (p. 78; p. 294) collaboration as a key factor. Frequent communication is needed to formalize the collaboration “and build consensus about the terms of the” (Casey, 2008, p. 78) collaboration among its partners.

Leung (2013, p. 451) also recognizes effective (formal) communication and informal communication or friendship as important factors.

Category 5 – Purpose

Factor 16: Concrete, attainable goals and objectives

Description: “Goals and objectives of the collaborative group are clear to all partners, and realistically can be attained” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 31).

According to Mattessich and Monsey (1992, p. 31) several implications are related to this factor:

- Enthusiasm will be diminished by goals that lack clarity or attainability. It will be heightened when goals are clear and attainable.
- In order to sustain collaboration, some progression of success must be experienced during the collaboration. It can be discouraging when success is defined too narrow and distantly, for example only defining the ultimate goals of collaboration.
- At the beginning of a collaboration, clear goals should be formulated. Progress on them should be reported periodically.
- When short-term as well as long-term goals are developed by a collaboration, success is more likely.

Factor 17: Shared vision

Description: “Collaborating partners have the same vision, with clearly agreed-upon mission, objectives and strategy. The shared vision may exist at the outset of collaboration; or the partners may develop a vision as they work together” (Lu et al., 2014, p. 13; Mattessich & Monsey, 1992, p. 32).

According to Mattessich and Monsey (1992, p. 32) several implications are related to this factor:

- A shared vision must be developed at the moment that collaboration is planned or when it starts to function.

- From the shared vision, “a language and actions” can be developed and can be engaged in “vision-building efforts” (Mattessich & Monsey, 1992, p. 32).
- “Technical assistance (outside consultation) may be useful to establish the common vision” (Mattessich & Monsey, 1992, p. 32).
- Any power imbalances among partners should be addressed openly. It should be made sure that such imbalances do not stop the development of a shared vision.

Factor 18: Unique purpose

Description: “The mission and goals or approach of the collaborative group differ, at least in part, from the mission and goals or approach of the member organizations” (Mattessich & Monsey, 1992, p. 33). “What the collaborative effort is trying to accomplish would be difficult for any single organization to accomplish by itself. No other organization in the community is trying to do exactly what the collaborative effort is trying to do” (Lu et al., 2014, pp. 13–14).

According to Mattessich and Monsey (1992, p. 33) several implications are related to this factor:

- “The mission and goals of a collaborative group must create a “sphere of activity.” This sphere may overlap with but should not be identical to the sphere of any member organization” (Mattessich & Monsey, 1992, p. 33).
- All partners involved in the collaboration need to know the mission and goals of the partners.
- When each partner in a collaboration already works towards certain goals and competing organizations collaborate in order to achieve these goals, failure may occur. It might be better to have less demanding attempts to collaborate.

Final note: What other scholars say

Thomson and Perry (2006, p. 25) mention the importance of concrete achievable goals and the ability to set boundaries. Casey (2008, p. 77) and Jamal and Getz (1995, p. 199) also mention the importance of recognizing mutual benefits. A shared vision statement and “joint formulation of goals and objectives” are required for effective collaboration as Jamal and Getz argue (1995, p. 199). Shared goals cause enthusiasm among the partners because of the importance of it to all of them (Leung, 2013, p. 451), so that they “want to make it work” (Devine et al., 2010, p. 204). However, the collective interest can sometimes create tensions with the self interest. At the same time it can also lead to highly satisfying results by “forging commonalities out of differences” (Thomson & Perry, 2006, pp. 26–27). Similarly, Leung (2013) also emphasizes that “value differences and divergent goals can be sources of conflict” and that recognizing “common goals among the organizations concerned are considered essential” (p. 451). Winer and Ray (1994) also mention that “ideological differences and misunderstanding” (p. 25) between organizations can lead to debates on values and beliefs. Conflict, as a result of differences between individual benefits and common benefits, happens throughout the whole collaboration process and usually leads to some kind of compromise among parties (Wang & Xiang, 2007, p. 83). Finally, Lu et al. (2014) also recognize “common and unique purpose” (p. 4) as a key success factor.

Category 6 – Resources

Factor 19: Sufficient funds, staff, materials, and time

Description: “The collaborative group has an adequate, consistent financial base, along with the staff and materials needed to support its operations. It allows sufficient time to achieve its goals and includes time to nurture the collaboration” (Lu et al., 2014, p. 14).

According to Mattessich and Monsey (1992, pp. 33–34) several implications are related to this factor:

- When forming a collaboration, it must be priority to obtain financial means for the collaboration to exist.
- As the start-up of a collaboration may be expensive, it is important to have money available from the beginning.
- In a collaboration, it is necessary to consider the resources of the partners as well as to consider if it is necessary to approach sources from outside the collaboration.
- “In-kind support is as valuable as dollars” (Mattessich & Monsey, 1992, p. 34).

Factor 20: Skilled convener

Description: “The individual who convenes the collaborative group has organizing and interpersonal skills, and carries out the role with fairness. Because of these characteristics (and others), the convener is granted respect, “legitimacy” from the collaborative partners” (Lu et al., 2014, p. 14; Mattessich & Monsey, 1992, p. 34).

According to Mattessich and Monsey (1992, p. 34) several implications are related to this factor:

- When selecting a leader for the collaboration, “care must be taken to find a person who has process skills, a good image, and knowledge of the subject area” (Mattessich & Monsey, 1992, p. 34).
- Leaders of a collaboration “must give serious attention and care to their role” (Mattessich & Monsey, 1992, p. 34).
- In order to avoid “costly power struggles and loss of forward momentum” (Mattessich & Monsey, 1992, p. 34) it is important to think out the introduction of new leaders and plans for changes in leadership well.
- “A convener should be skilled at maintaining a balance between process and task activities; and a convener should enable all members to maintain their roles within the collaborative group” (Mattessich & Monsey, 1992, p. 34).

Final note: What other scholars say

Jamal and Getz (1995) and Perrault et al. (2011) also mention the importance of “adequate resources to carry out the process and implement outcomes” (p. 197; p. 284), which includes “financial and human resources” (Lu et al., 2014, p. 4). Winer and Ray (1994, p. 25) emphasize the importance of the partners being able to contribute to what is needed for the collaboration, such as representatives, time and skills. If organizations cannot contribute to this, it may be hard to

effectively participate in the collaboration. The offering of such resources is closely related to the level of commitment to the collaboration, according to Devine et al. (2010, p. 212) and Perrault et al. (2011, p. 284). Additionally, Leung (2013, p. 450) emphasizes that resources and funds can also be of external parties within the environment the collaboration is located in.

Jamal and Getz (1995, p. 198) also mention the importance of a convener to initiate and facilitate a collaboration. The convener should be legitimate, experienced, should have resources and authority. Winer and Ray (1994) argue that a collaboration needs someone who “has enough power to bring the needed organizations together”, otherwise it will “quickly disband” (p. 25). Also, a skilled person is needed to lead meetings, otherwise they might fail. According to Casey (2008) a leader is required who recognizes “the need for appropriate balance between power-sharing and control, between processes and results, between continuity and change and between interpersonal trust and formalized procedures” (p. 78).

Appendix VII, Interview guide

As described in paragraph 4.2.1, Sources of information, there were different research populations in this study. The farmers in Waterland formed the basis for this study. The interview guide included in this appendix is the one that was used for the interviews with the farmers. For this population the same interview guide has been used during each interview. Often, the participants mentioned many of the topics and questions already by themselves. Many questions have therefore not literally been asked. This interview guide also formed the base for the interviews with the other research populations: the overarching organizations in Waterland and the organizations in Amsterdam city. For these research populations, this interview guide has been used and adjusted for each interview, depending on the kind of organization. More or less the same topics have been used, but the questions have been changed slightly dependent on the kind of activities performed by the organization.

Interview guide

Introduction

Introduction interviewer: Melissa Zegers, student Wageningen University, graduate student Master Leisure, Tourism and Environment.

Expression of thanks: Thank you for your willingness to receive me and help me with graduating.

Purpose of the interview: This study departs from the thought that the crowdedness in Amsterdam city, the difficult economical perspectives of farmers and the pressure on the quality of the landscape could be complementary to each other. Additionally, there was the thought that in sectors such as care and food it seems like the city and rural areas are trying to find each other to start collaboration, while in tourism and leisure this seems to happen only limited. As such, I am conducting a research into collaboration and trying to find out why this happens only limited in tourism and leisure. The purpose of this interview is to gain more insight into rural tourism and leisure, collaboration with Amsterdam city, why this does or does not take place, which important conditions or barriers there are, and the relationship with/towards Amsterdam city.

Sponsor of the research: In the first place this research is conducted in the context of my graduation for the Master Leisure, Tourism and Environment at Wageningen University. The topic of this research was found in consultation with AMS (Amsterdam Institute for Advanced Metropolitan Solutions). They work together with various partners in order to conduct research and find solutions for different challenges the Amsterdam Metropolitan Area is facing. One of these challenges is the increasing pressure, the increasing number of visitors and how to lead this into the right direction.

Reason why interviewee is selected: Because you are an agrarian organization that has tourism and/or leisure as broadening activity.

Importance of participation: In this way I can gain a better understanding of why urban-rural collaboration exists only limited. Through this I can also estimate whether there are chances for such collaboration and what is currently still restraining this from happening. In this way I can determine whether this is something that should be stimulated or if no attention should be paid to this topic anymore in the future.

Reward for the interviewee: Depending on the outcomes of this research, the research can lead to collaboration with the city being more stimulated and developed. This can lead to more tourists finding their way to Waterland and agrarians can in this way attract more visitors and income. Next to this, it can possibly also contribute to the maintenance and development of the landscape. The most important outcomes of the study can be provided to you.

Global structure of the interview: The interview starts in general about your company and its activities. After that I will continue with collaboration, collaboration with the city, the relationship with Amsterdam city and organizations in Amsterdam city, and potential interest in collaboration with organizations in Amsterdam city.

Length of the interview/available time: The interview will approximately last for an hour.

Recording the interview: I would like to record the interview. In this way I will have to take less notes and I can focus completely on the interview. Next to that, in this way I can listen back the interview and process the results more easily. Of course the recording stays only with me and will not be further distributed. May I record the interview?

Ethics: With regard to your privacy, this interview will not be further distributed. The data will be treated confidentially. Information can be used in the report. Anonymity will be ensured, meaning that no name/company name or other personal information will be mentioned. In this way, it will not be possible to lead information back to you. You are not obliged to answer. If there is something you prefer not to talk about you can indicate this during the interview. If you have told something that you, on second thoughts, preferably would not have told then please let me know.

Role distribution: During the interview I will mainly ask questions and you will mainly be giving answers. I am looking for your own experiences, meanings and ideas. In order to not influence this I will not tell anything and only ask questions. When needed you can stop the interview at any time.

Questions: Do you have any questions before we start the interview?

General

- Could you tell me some more about your organization?
→ agrarian activities, broadening activities, tourism and leisure, visitors
- Could you tell me some more about your broadening activities?
→ reason choice broadening, importance broadening activities, ratio agrarian vs. broadening
- Could you tell me some more about the economical perspectives/developments?
→ importance broadening or scaling
- Could you tell me some more about your role in nature conservation?
→ responsibility, developments, importance broadening in order to be able to do this

Collaboration

- Do you have experience in collaborating with other (tourism and leisure) organizations? If so, with whom?
 - past, current, urban partners, rural partners
- Do you collaborate with/have you ever collaborated with partners in Amsterdam city?
- Did you ever consider to start a collaboration with partners in Amsterdam city?
 - Yes →
 - No →
 - Yes →
 - With whom?
 - What was the reason/how did it originate?
 - crisis, broker, mandate, common vision, existing network, leadership, incentives, vested interest, strategy oriented, transaction cost oriented, learning oriented, efficiency, stability and legitimacy, interdependence
 - How did it proceed?
 - experience (positive/negative), effectiveness (effective/ineffective)
 - Which aspects made it proceed well/less well / made that you did not enter into a collaboration?
 - Environment: political/social climate (political climate, social problems and needs, support from the community, external resources and funding, (former) hostility/rivalry, resistance against collaboration)
 - Membership: respect/understanding/trust/reciprocity/reputation, cross-section of members, self-interest, collective interest
 - Purpose: concrete goals and objectives, shared vision, unique purpose
 - Resources: funds/staff/material/time, convener
 - Communication: open, frequent
 - Was there a leading partner/how were the interrelationships?
 - How fixed/strongly organized was this collaboration?
 - No → Why did you never consider collaboration with partners in Amsterdam city?
 - experience/need, reason, environmental circumstances, partners, purpose, resources, communication

Relationship city

- What is your opinion about Amsterdam city?
- What is your opinion about (tourism and leisure) organizations in Amsterdam city and their relation towards the rural areas and the organizations there?
- Would you potentially be interested in collaboration with partners in Amsterdam city?
 - Why
- If you would enter into a collaboration with organizations in the city, which conditions would be of great importance for you in this collaboration?
- What do you think about the idea to spread tourists out of the city center of Amsterdam into the region and the rural area of Waterland?

- Do you think that, as happens in for example the sectors of care and food, it would be possible for tourism and leisure to establish such connections with the city?
→ Why

Involvement rural tourism

- Is there, in your opinion, sufficient attention for rural tourism and leisure?
→ development, promotion

Recommendations

- Do you know agrarians with tourism and/or leisure as broadening activity that could be interesting to have an interview with? Or organizations in Amsterdam city? Name of the company/contact person?

Ending the interview

Short summary of the interview: I would like to end the interview. In summary I got the following information from the interview:

Ask for supplementations/remarks: Do you have any other supplementations or remarks with regard to this interview and topic?

Information about the processing and use of the data: The interview is recorded. This recording will partially be transcribed in order to process and analyze the results. The most important results will be included in the research report. As mentioned before you will remain anonymous and personal information will not be mentioned in the report. It is expected that the research will be completed somewhere between February and May. If you are interested it is possible to provide you with some short feedback on the most important findings.

Social talk

Expression of thanks: Thank you for your time and co-operation in this interview.

Appendix VIII, Coding scheme

Broadening

- **Imp. Br.** = Importance of broadening activities
- **Dev. Br.** = Development of broadening activities

(Rural) tourism and leisure

- **Scale** = (Desired) scale of tourism and leisure in rural areas
- **Dev. Rur. T&L** = Development of rural tourism and leisure
- **VASH** = Visit Amsterdam, See Holland project

Promotion (rural) tourism and leisure

- **Prom. Rur. T&L** = Promotion of rural tourism and leisure
- **Distr. Info.** = Distribution of information about rural areas/Waterland

Problem situations

- **Dev. Agr. Sect.** = Developments in the agrarian sector
- **Nat. Cons.** = Nature conservation and development
- **T&L Ams.** = Tourism and leisure development in Amsterdam city

Need for help/support

- **Sup.** = Support (e.g. governmental support, leader)
- **Know.** = Knowledge (e.g. about target groups)
- **Ign.** = Ignorant about possibilities (partners, were to find help, etcetera)

(Different) organizational structures

- **Entr. Type.** = Entrepreneurial type
- **Time** = Time
- **Rhythm** = Rhythm
- **Comm.** = Communication
- **Capacity** = Capacity of the organization
- **Mentality** = Mentality
- **Res.** = Resources

Collaboration with city

- **Pot. City** = Potential of the city for the rural areas
- **Coll. City** = Already existing collaboration with the city
- **No Mot.** = No motivation to collaborate with the city
- **No Org. City** = No suitable organization in the city to collaborate with
- **Rel. City** = Relationship with the city
- **Perc. Dist. City** = Perception of the distance to the city

Important aspects in current collaborations

- **Not Individu.** = Not being too individualistic
- **Exch. Exp.** = Exchanging experiences
- **Coll. Int.** = Collective interest
- **Recip.** = Reciprocity
- **Power** = Power balance

Remaining codes

- **Org.** = General information about the organization
- **Targ. Group** = Target groups
- **Exp. City** = Expectations from visitors out of the city