



EVALUATION LE GRAND DÉPART UTRECHT 2015



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CHAPTER 1

Introduction

As of 26 March 2015, 100 days prior to Le Grand Départ, the city of Utrecht was immersed in a festive atmosphere of one of the biggest annual sporting events in the world: Le Grand Départ du Tour de France. The Tour ‘fever’ culminated in the first week of July, kicking off a week-long celebration.

In organising the start of the Tour, the municipality of Utrecht wanted to showcase the best of local assets to the rest of the world. Both Le Grand Départ and activities of the start-up phase (Utrecht2015 programme) were fully organized ‘for and by the city’ and left a great impression worldwide. After the peloton left Utrecht on 5 July, an atmosphere of pride, joy and togetherness prevailed.

1.1 UTRECHT CANDIDATURE AND SELECTION AS HOST CITY

In 2002, the city of Utrecht had already submitted its candidature to host the Grand Départ of the Tour de France. In 2010, the start of the Tour was awarded to Rotterdam but Utrecht remained listed as candidate city at the Amaury Sport Organisation (ASO), the rights holder of the Tour de France. After Le Grand Départ 2014 was awarded to Yorkshire, England, Utrecht became a major contender to host Le Grand Départ for 2015. During a council meeting on 7 November 2013, Utrecht city council agreed to organise and finance Le Tour de France Grand Départ with the so-called ‘Polka Dot Jersey

‘This was Pinkpop, Oerol en King’s Day all in one’ JEROEN WIELAERT

Algemeen Dagblad (6 juli 2015)

scenario.¹ On 8 November 2013, the ASO announced that Utrecht would host the two opening stages of the Tour de France 2015.

1.2 PROJECT ORGANISATION

The municipality of Utrecht (represented by the Mayor) became a contractual partner of the ASO. Because of the potential financial risks involved in a large scale project like Le Grand Départ, the municipality established a separate entity in addition to its own municipal organisation to address implementation issues specific to this event. In response to a Gateway research of January 2014, the project organisation chose to operate as a foundation under the name Le Tour Utrecht. Law Firm CMS Derks Star Busmann and Tax advisory Ernst & Young elaborated the necessary legal structure of the Foundation.

The team Le Tour Utrecht started with 13.3 FTE on 1 April 2014 and grew to about 40 FTE in 2015. To increase civil servant commitment and maintain the knowledge and expertise for future events, the project team consisted mainly of employees of the municipality of Utrecht. Additionally, project organisers used staff from funding partners: Jaarbeurs convention centre, Randstad employment agency, CMS Derks Star Busmann, ASR Dutch Insurance Company, Ordina (IT services) and EY (professional services in tax & law, advisory, transactions). Furthermore, there were collaborative public partnerships with the Utrecht police and fire departments, the Ministry of Defence, knowledge institutions such as Utrecht University

(project organisation), HU University of Applied Sciences Utrecht (HKU) and University Medical Centre Utrecht (UMC), as well as cultural and sports organisations.

The involvement of many volunteers was essential in organising this event. Similarly to the 'Games Makers' during the 2012 Olympic Games in London, Le Tour Utrecht named its volunteers 'Tour Makers'. Le Tour Utrecht recruited these 'Tour Makers' in collaboration with the employment agency Randstad. Under the leadership of the project organisation, Tour Makers helped with activities of the Utrecht2015 programme and during the last five days of Le Grand Départ. There were all in all 1301 Tour Makers active in the project, people with a diverse background (students, employed as well as retired people, people on benefits, etc.)

The project organisation Le Tour Utrecht had a budget of € 15.2 million euros, which comprised of public and private funds, as well as commercial revenue. During the City Council meeting of 7 November 2013, the city of Utrecht agreed on a municipal contribution of € 5 million euros out-of-pocket resources (set aside in the Spring Memorandum 2013) and € 1 million euros from existing municipal programmes because the condition from private funding (minimum € 5 million to match the said municipal contribution through private funding) had been met.

1.3 START-UP PROGRAMME

A start-up activity programme was drawn up to make optimum use of the organisation Le Tour Utrecht. This start-up programme,

Characteristics Tour Makers.

GENDER

54% MALE
46% FEMALE



EDUCATION LEVEL

75% HIGHER
VOCATIONAL
EDUCATION/
UNIVERSITY

PLACE OF RESIDENCE

39% UTRECHT
61% OUTSIDE
UTRECHT

AGE

18-76 YEARS

called 'Utrecht2015 Programme', was initiated one hundred days before the start of the Tour, culminating in a series of large public events from 2 to July 5 around the first and second stages of the race. In this way, the event was extended from 5 to 100 days, while creating a versatile and long lasting experience of the Tour. The purpose of the start-up programme was to increase Utrecht residents' involvement and so amplify the legacy of the event, linking sport with culture, knowledge and economy, and to integrate these themes as much as possible.

To mark the beginning of the start-up phase, Le Tour Utrecht acted as a stimulus for designing activities 'for and by the city'; with little 'top-down' guidance and plenty of room for 'bottom-up' initiatives. With this in mind, Le Tour Utrecht organised brainstorming sessions as early as November 2013 with several organisations from different sectors (sport, culture and knowledge) and with the residents of Utrecht. By the autumn of 2014, there were

already several activities planned, but the 'Utrecht 2015 programme' really flourished after 26 March, day of the official kick-off of 100 days before the start of the Tour de France.

The prologue time trial and first stage route aimed at involving residents as much as possible in the event: it ran right through the city, along or near the homes of countless Utrecht residents.

1.4 OBJECTIVES

As commissioner for the organisation of Le Grand Départ, the Municipality of Utrecht formulated the following mission via the City Official²:

"Organise Le Grand Départ de France in Utrecht with legacy (pre and post)."

In addition, the following objectives were drawn up in the project plan:

- Set up a perfectly safe and well organised event.
- Make the most out of Utrecht and display creativity, organisational power, promotion of the city with an enhanced image (purpose: present Utrecht as the most hospitable city in the Netherlands, as a city of knowledge and culture in an economically strong region, as a healthy city involved in sports).
- Boost Utrecht as a cycling city.
- Promote a (doping-free) sport.
- Strengthen the relationship with the business community and link businesses to a long-term agenda for the city.
- Accomplish a concrete legacy through the relation between elite and grassroots sport among others, and as a catalyst for existing municipal programmes.

Stage 1 (4 July).



Stage 2 (5 July).



These objectives were further elaborated in three project clusters:

- Engineering, Security & Mobility
- Marketing, Communication & Hospitality
- Start-up Programme en Legacy

The formulated aim for the project cluster Engineering, Security and Mobility was to organise a high quality event with a focus on safety, accessibility and mobility.

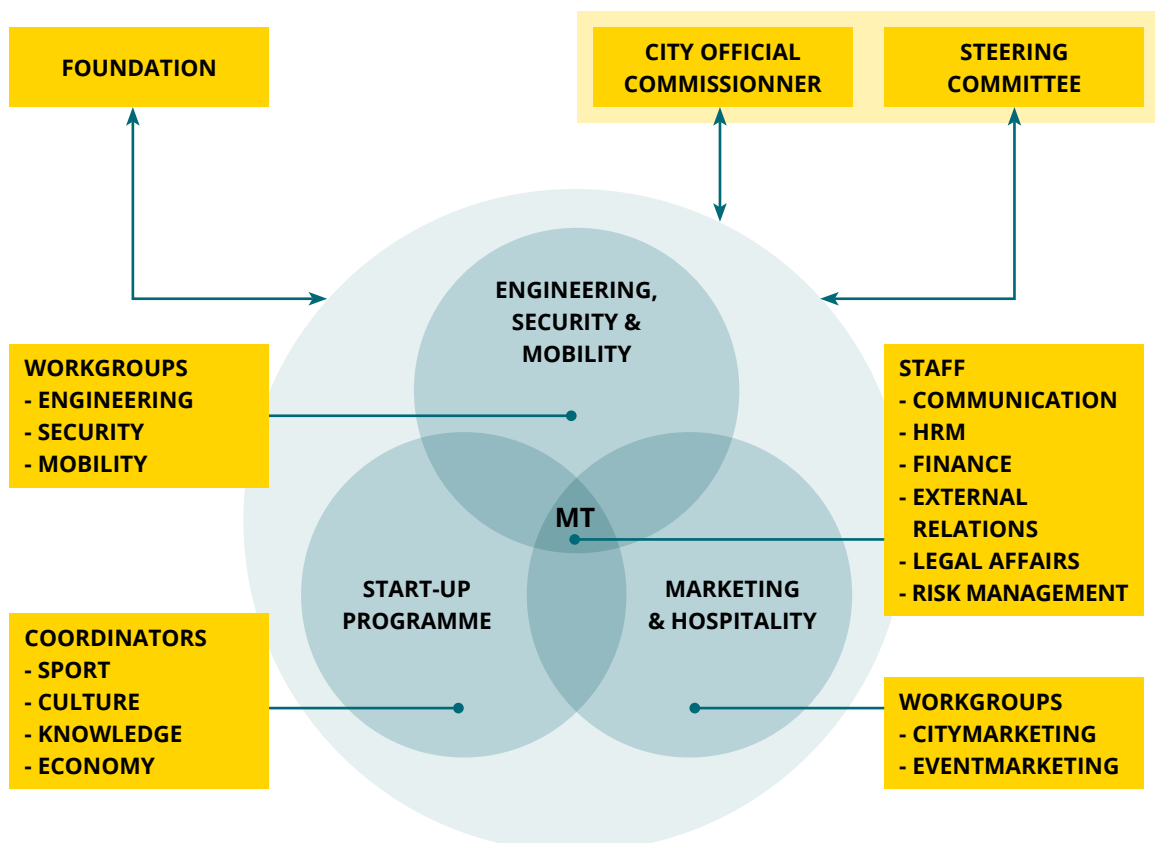
The objective for the cluster Marketing, Communication & Hospitality was to integrate the event as Le Tour Utrecht and thereby marketing the city of Utrecht, promote the elite sports profile and image of The Netherlands, and to stimulate a healthy lifestyle. The intent was to obtain from attending visitors an appreciation value of 7.5 on a scale of 1 to 10 on average for all aspects of Le Tour Utrecht. Le Tour Utrecht would also need to create 15 million euros in media value, with predominantly positive media coverage resulting in 2% growth in the number of visitors (day-trippers and others) after July 2015.

The aim of the Start-up Programme and Legacy cluster was that Le Tour Utrecht would unfold as a festive, safe and perfectly organised side event. This programme ensured meeting marketing objectives to best showcase the city of Utrecht, and show what the city has to offer in the fields of Sport, Culture, Knowledge and Economy. This translated into various concrete results:

- 50.000 active participants, 250.000 visitors
- 4-6 large-scale public events (10.000-50.000 visitors)
- 25-50 'Utrecht2015' programme components in existing events and festivals
- 150-250 local Le Tour Utrecht initiatives by associations, neighbourhoods and residents
- Appreciation rating of 7.5 on a scale of 1 to 10, whereby at least 75% positive outlet

In addition to impact in the short term, the municipality also sought long-term legacy with Le Tour Utrecht. The municipality wanted Le Tour Utrecht to help promote cooperation between the city, businesses, sports organisations and cultural institutions and the continuous improvement of such cooperation. Le Tour Utrecht was meant to serve not only athletic goals, but also to help raise the profile of cultural and knowledge institutions within the city through this sports event, leading to a preferably permanent cross-fertilisation between sports associations, cultural and education institutions.

Overview
project
organisation.

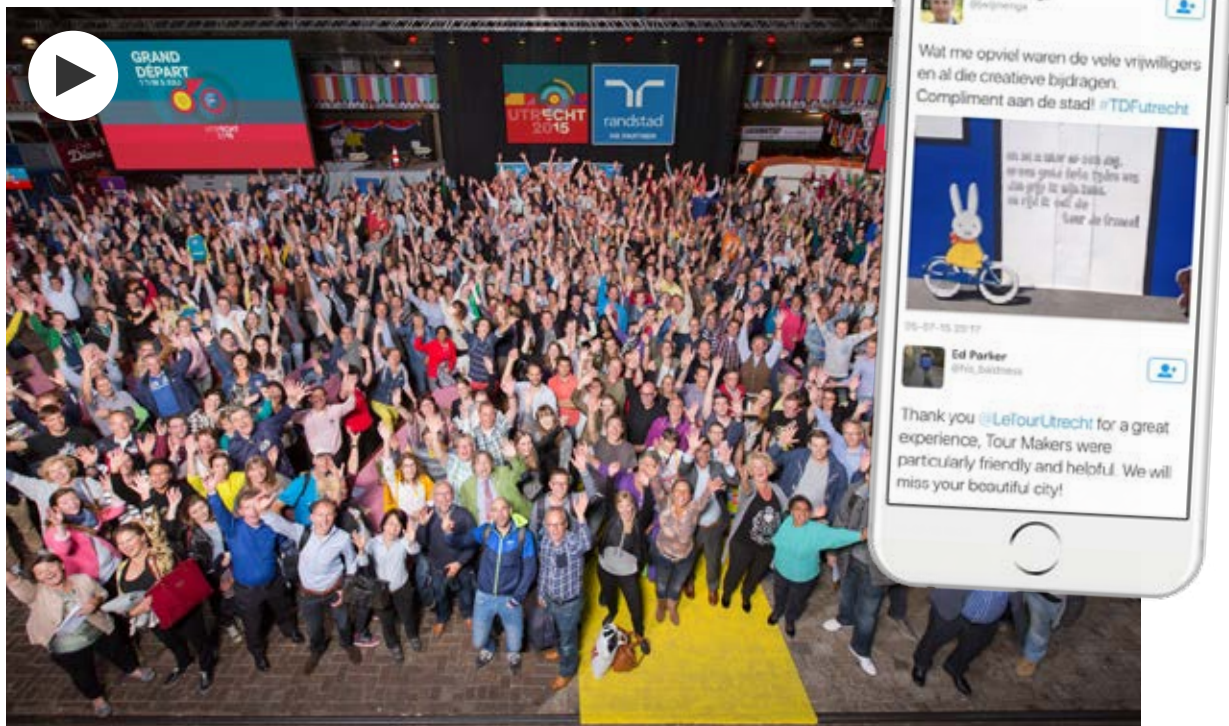


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Inspiration Session Tour Makers

More than 1500
Tour Makers
attended the
last pep talk by
Utrecht Mayor Jan
van Zanen at The
Railway Museum.
The talk concluded
the volunteer
training programme
provided by
employment agency
partner Randstad
HR.



All of these goals demonstrate the firm ambition of the city of Utrecht: organise an appealing global sports and festive event, by and for the residents of Utrecht, with a significant economic return and social legacy based on a municipal investment of 5 million euros.

1.5 EVALUATION

The present evaluation assesses whether the mission and main objectives have been achieved and what lessons the municipality of Utrecht can draw from it. The research did not address all the objectives set by the city. It focused on analysing visitors' appreciation, the economic impact of the event and the organisational and social legacy. In this context, there are two questions:

1. What have the investments in 'Le Grand Départ' delivered (in economic, organisational and social terms) for the city?
2. What can the city of Utrecht learn from organising this international top event?

To answer these questions, Le Tour Utrecht requested a study from the Utrecht University School of Governance (USG) on the legacy of Le Grand Départ and to issue recommendations for the organisation of future top events in Utrecht. To conduct this research, USG has

worked with the Mulier Institute, the HU University of Applied Sciences Utrecht and the Hanze University of Applied Sciences, Groningen (Hanze UAS).³

In this study, the economic impact is calculated on the basis of a strict application of the national guidelines of the Working Group on Evaluation of Sports Events (WESP).⁴ Willem de Boer (associated with the HAN University of Applied Sciences in Arnhem and Nijmegen) has set-up a peer review on behalf of WESP and agreed that the calculation of the economic impact may bear the quality mark of WESP.

The evaluation study was conducted in the period of March 2015 to October 2015. The method of research is to be found in Appendix 2. To give some idea of the overall scope of the research, here are some key figures:

- 55 discussions with stakeholders of Le Tour Utrecht:
 - 38 respondents in 11 focus groups
 - 21 respondents during individual interviews
 - In total, more than 200 pages of detailed text conversations
- 1520 completed surveys:
 - 653 surveys among participants in the Utrecht2015 programme

- 785 surveys among visitors to Le Grand Départ on 2, 3, 4 or 5 July
- 82 surveys among organisers of Utrecht2015 activities
- 90 interviews with participants in Utrecht2015 activities.

Using this research, the city of Utrecht can be held accountable for the investments made with public funds to enable Le Grand Départ. The municipality can also learn from Le Grand Départ in view of hosting future large-scale top events.

1.6 EVALUATION REPORT STRUCTURE

The evaluation report is structured as follows. First, Chapter 2 describes how many visitors Le Tour Utrecht has drawn, their background and the extent to which they have appreciated the event as a festive celebration. Next, Chapter 3 discusses the 'organisational' legacy of Le Tour Utrecht. It emphasizes the extent to which the event has led to cross-fertilisation between sport, culture, knowledge and economy, as well as to cooperation between the various organisations involved. Chapter 4 closely examines the social impact of the start-up programme and the days surrounding the start of the Tour in Utrecht. This is followed by an analysis of the economic impact in Chapter 5,

including media value and a comparison with the start of the 2010 Tour in Rotterdam. The report concludes with research results, which are compared with the objectives envisioned by the municipality, and recommendations for the organisation of future top events.

1 During the council meeting of 28 February 2013, the majority of council members voted for a 'Polka Dot Jersey' course as starting point: a safe route for cyclists and the public, taking into account a large number of visitors (500,000 to 800,000 including Utrecht residents) over a period of one week. The course was designed to optimise accessibility during the event and ensure the safety of attending visitors around the course.

2 The city official acting as commissioning authority for the project is Martin Schurink, town clerk. The delegated commissioner is Toke Tom, Head of Social Development. The project director of Le Tour Utrecht is accountable to the official commissioner. The project director therefore reports directly to the Town clerk.

3 Appendix 1 contains the organisational structure of the research.

4 Werkgroep Evaluatie Sportevenementen (WESP)
For a description of WESP guidelines, please refer to www.evenementenevaluatie.nl.

Bon Voyage.



CASE

VJ on Tour

DATE 26 MARCH 2015

THEMA CULTURE

The 'VJ on Tour' was the grand opening of the start-up programme set to take place during the 100 days leading up to the Tour. The Jaarbeurs Square and municipal offices were transformed into a stage for projection mapping and dance performances. Le Tour Utrecht organised the VJ on Tour event in collaboration with many artists and cultural organisations. The VJ on Tour acted as a sequel to the 'VJ on the Dom' which in previous years had projected artworks onto the Utrecht Dom Tower. The kick-off of the 100 day-programme was a great success. The visit to a local elementary school by Tour de France Director Christian Prud'homme during kick-off of the school programme, the first manifestations at various locations around the city and the grand VJ on Tour opening attracted wide attention in the media.

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'I have seen the announcements on social media and posters. I also found it rather crowded that evening despite the rainy weather. Anyway, I thought it was a pretty cool event.'

VISITOR VIA FACEBOOK





CHAPTER 2

Spectator appreciation

On the whole, Le Grand Départ was a big celebration. The excitement was palpable throughout the city, building up from the kick-off of the '100 Tour Days' on 26 March. Under the banner of the Utrecht2015 programme, more than 250 activities were organised in the city culminating in the period from 27 June to 5 July.

According to some, this was the largest festive event Utrecht has ever hosted. Noteworthy, there have been hardly any incidents necessitating police intervention, apart from a few 'alcohol-related' incidents in or around bars.

The Tour Days took place under beautiful weather conditions. The high temperatures, which reached over 32 degrees Celsius on 4 July, were conducive to the festive and friendly atmosphere. As the weather forecast predicted unusually warm temperatures prior to the start of Tour, several additional measures were taken to protect visitors from the heat. Utrecht residents also lent a hand; those living along the race course offered spraying a refreshing fine mist on visitors or giving them free water bottles. However, the high temperatures might have dissuaded some groups of people (elderly, families with small children) to stand for hours along the Tour route.

2.1 ATTENDANCE AND VISITOR NUMBERS

Determining the attendance and visitor numbers is problematic. That is especially the case for 'non-ticketed' events that take place in public spaces (Hover & Breedveld, 2014, p. 31-64). Le Grand Départ is a prime example of this: it did not take place in a stadium or enclosed space with spectators needing to buy a ticket to gain access, but outdoors in the

city's public spaces. The city centre became the podium for this competitive event, open and accessible to everyone and during all stages of the race.

The methods that are generally used to determine the number of visitors at an event in public spaces are far from precise. Since it is impossible to rely on the number of tickets sold, attendance is often estimated by observation in relation with the maximum capacity of the area in which the event takes place. Making such estimates is complicated when the geographic area is large and diverse, with varying concentrations of visitors throughout the area, and when visitors come and go and move around during the event (Knip 2015). There is a tendency to overestimate the number of visitors, as Maarten van Rijn, lecturer in event logistics at The Academy for Urban Development, Logistics & Mobility (NHTV) recently observed, especially if these estimates are made by stakeholders responsible for the success of the event.

To calculate the economic impact of Le Grand Départ in Utrecht, it is chosen in this report to limit the counts of attendance and visitors to the spectators present along the course and in and around the city squares. This assessment

represents a conservative estimate of 748,000 visitor attendances (see Table 1 and Appendix 2), rather than an overestimation.

The number of visitor attendances of 748,000 corresponds to the expectation expressed prior to launching the project, namely between 500,000 and 800,000 visitors (Project organisation Utrecht in 2015, 2014, DeStadUtrecht.nl, 2015). At the same time, it is lower than what the municipality of Utrecht had calculated during the Tour Days (960,000). This difference is largely attributable to the fact that this study estimates spectators during the start of the Tour specifically, while the larger figure of 960,000 includes all Utrecht tourists in the period of the Grand Départ who might have come for the Tour, but also for other activities like shopping or visiting cafes and restaurants. For the purpose of calculating the economic impact of the event, a stricter criterion is applied based on including only visitor attendances directly related to the cycling race and/or side events.

Table 1

Visitor attendances to the start of the Tour per day, in absolute numbers.

DATE	VISITOR ATTENDANCES
2 JULY 2015	22,000
3 JULY 2015	91,000
4 JULY 2015	365,000
5 JULY 2015	270,000
TOTAL NUMBER 2 TO 5 JULY 2015	748,000

In this study, a person is considered a visitor if he or she has attended on one or more days the start of the Tour (2 to 5 July). A 'visitor attendance' is the physical presence of a person in one day. This takes into account that a visitor can attend multiple times (Zuyd University of Applied Science, NHTV & Mulier Institute, 2012; MeerWaarde & NHTV, 2009; MeerWaarde, Sport2B & Amsterdam University of Applied Sciences, 2010; MeerWaarde & Rotterdam University of Applied Sciences, 2010). In practice, this means that we have observed the total number of visitor attendances per day during the team presentation on 2 July, during La Caravane d'Utrecht on 3 July, and during the first and second stage of the race on

Team Presentation

Over 15,000 spectators gathered in the jam-packed and beautiful Lepelenburg Park for the team presentation, where 198 riders in 22 cycling teams were introduced to the public.



4 July and 5 July. We also counted the number of attendances to activities of the Utrecht2015 programme, such as Tour de la Musique in three squares of Utrecht.

Based on a visitor survey, we calculated that a visitor to the start of the Tour attended an average of 2.02 days. The number of (individual) visitors can therefore be estimated at 370,000.⁵ The weekend programme, particularly the individual time trials on Saturday 4 July attracted by far the most visitors. The team presentation, La Caravane d'Utrecht (publicity caravan), the first stage and the second stage of the Tour in Utrecht received 24%, 25%, 84% and 70% of visitors respectively. Over one fifth (21%) of visitors of the start of the Tour had also visited in the months preceding the Tour start various Utrecht2015 activities, such as the "VJ on Tour" exhibition at the Railway Museum and Paracycling Weekend in Leidsche Rijn. This information is essential in the calculation of the event's economic impact (see Chapter 5).

2.2 VISITORS PROFILE

Figure 1 gives the profile of visitors of the start of the Tour. Among other things, it reveals that men and adults were overrepresented during the event. Also, Figure 1 shows that a large majority of the visitors came from outside the city of Utrecht.

Germans and Belgians were the most represented (respectively 25% and 21%) among international tourists.

Almost one in three visitors of the Tour start (31%) had never practiced the sport of cycling. The interest in Le Grand Départ transcends the interest for the sport as such.

Over one third of visitors (36%) attended the event with friends and acquaintances, and almost a third (32%) with partner (Figure 2). There were children among 14% of groups of visitors, one group consisted of 5.2 people on average and 16% of visitors were unaccompanied.

Figure 1
Visitors Profile, start of the Tour, in percentages.

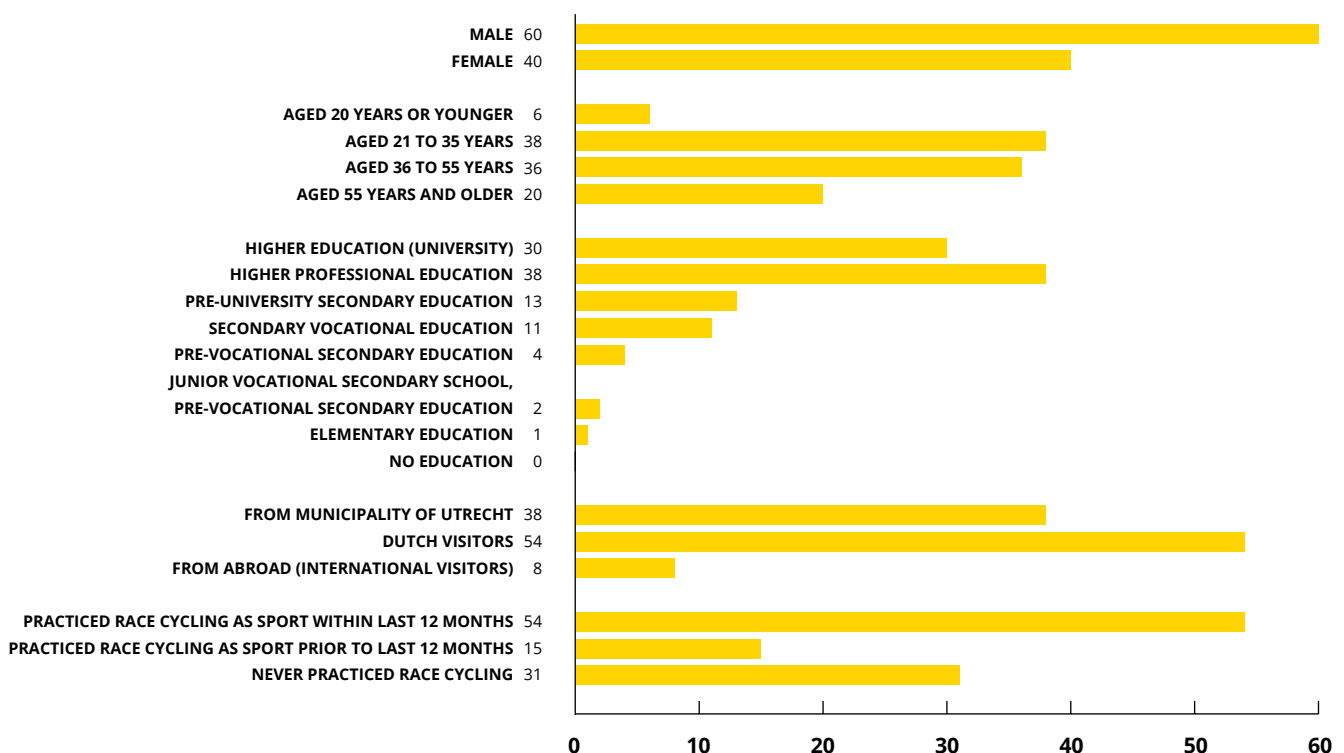
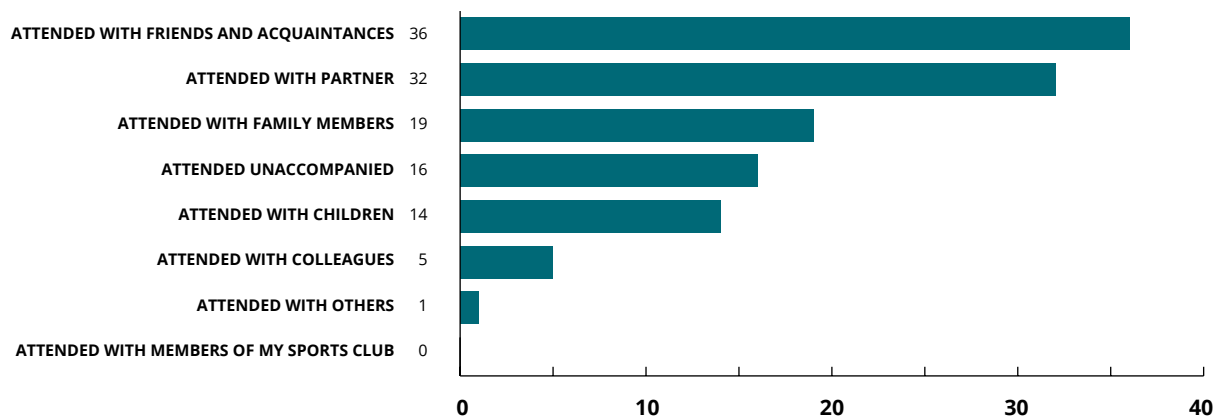


Figure 2

Group composition of visitors in percentages.



2.3 VISITOR EXPERIENCE AND APPRECIATION

Visitors evaluated the overall start of the Tour with an average rating of 8.4 on a scale of 1 to 10 (see Figure 3). A good number of visitors (44%) gave a score of 9 or 10.

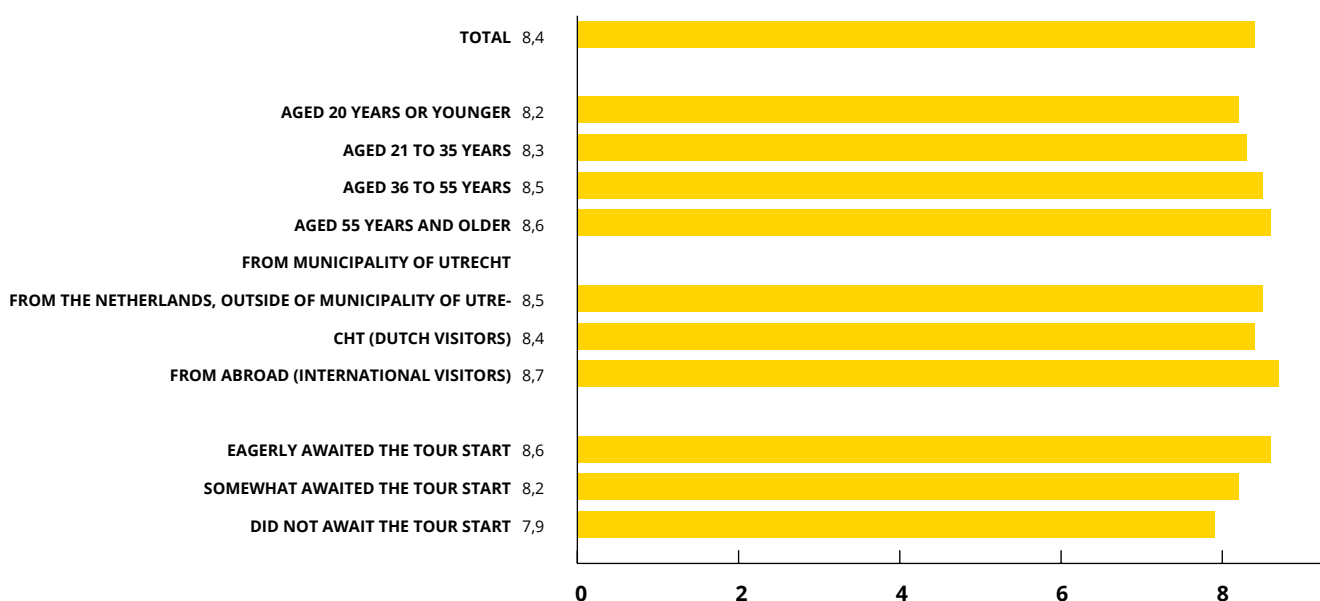
These appreciation ratings are particularly high in comparison with earlier similar events. Spec-

tators of the start in Rotterdam had evaluated the event with a score of 8.0, while the arrival of the second stage of the Giro 2010 in Utrecht was assessed with a 7.8 and the start of the Vuelta in Assen had received a score of 7.7 (MeerWaarde & Hogeschool van Rotterdam, 2010; Briene et al., 2010). Among 45 other sporting events in the Netherlands that have been similarly analysed, only the Hockey World Cup (2014) in The Hague and the European Cup Inline Skating (2013) in Heerde scored higher with 8.5 and 8.7 respectively.



Figure 3

Total Appreciation of the start of the Tour, average scores.

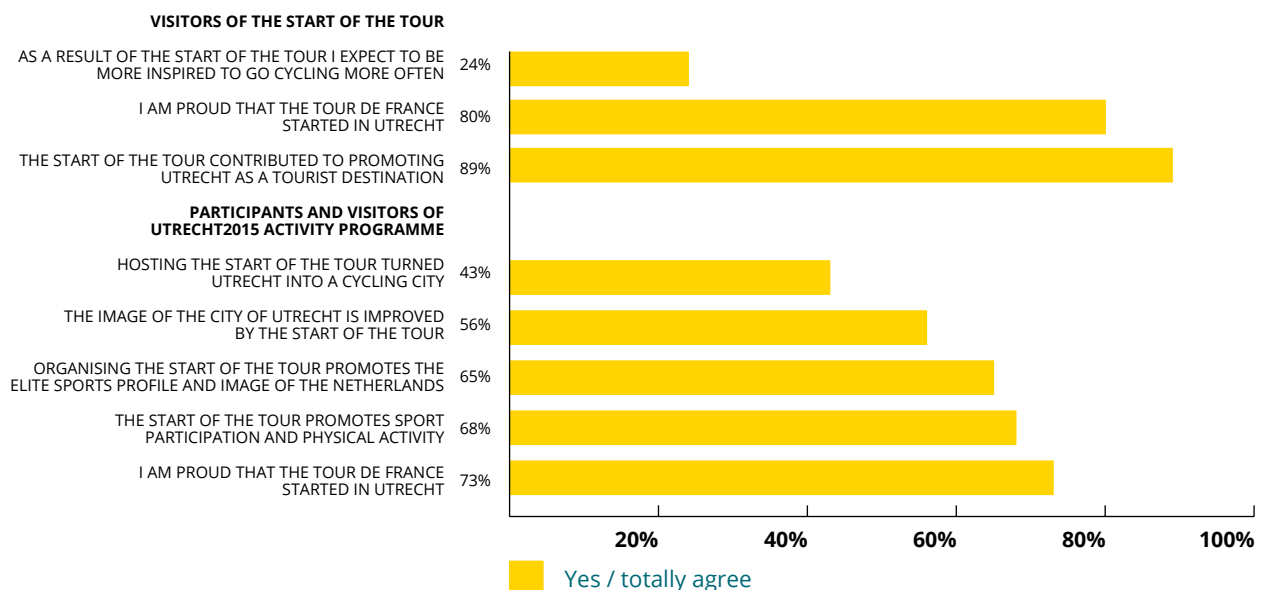


Interestingly, the appreciation of visitors increased as Le Tour Utrecht progressed. On 2, 3, 4 and 5 July, visitors reported an assessment of 8.0, 8.2, 8.3 and 8.7. The group category that had eagerly awaited the Tour start appreciated the event with an 8.6 average, while visitors who did not await the event had given it a score of 7.9, thus close to 8.

Almost nine out of ten visitors expected the start of the Tour to contribute to promoting the city of Utrecht as a tourist destination (see Figure 4). A small group (2%) expected this not to be the case. Eight out of ten visitors indicated taking pride in the fact that the Tour started in Utrecht (Figure 4). Among visitors of the start of the Tour, 89% were Utrecht residents.

Whether Le Tour Utrecht has had a stimulating effect on participation in sport in general, and cycling in particular can only be determined over time. This evaluation report only shows that more than a quarter of visitors feel encouraged to practice sports activities, but the obvious question is whether this incentive will lead to actual participation in sports. Previous research has shown that this relationship is not obvious: the organisation of major sports events does not automatically lead to an increase in sport participation and physical activity. The municipality strived to do this even though it was not one of the main objectives of Le Tour Utrecht.

Figure 4
Opinions of visitors on the start of the Tour and Utrecht2015 activity programme.



2.4 UTRECHT RESIDENTS' EXPERIENCE AND APPRECIATION

In June and October 2015, the city of Utrecht conducted a survey among members of the Residents Panel of Utrecht about the start of the Tour. The Residents Panel has 4701 members⁶.

A large majority of the members of the Residents Panel (65%) have actually attended the team presentation, or the first or second stage of the race (Figure 5). Nine out of ten members

(89%) of the Residents Panel looked back positively at the start of the Tour (Figure 6).

The panel members were apparently more positive after than prior to the start of the Tour about its contribution to promoting the city of Utrecht as a tourist destination (see Figure 6). Also, 80% of panel members felt some degree of pride in the fact that the Tour de France started in their home city.

Figure 5
Did you follow the start of the Tour?

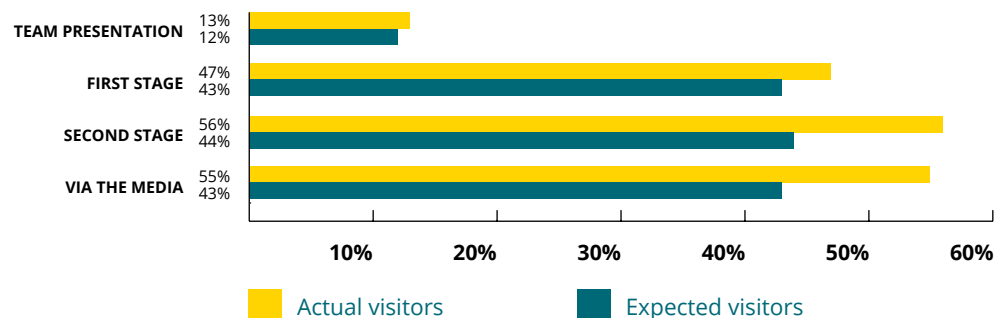
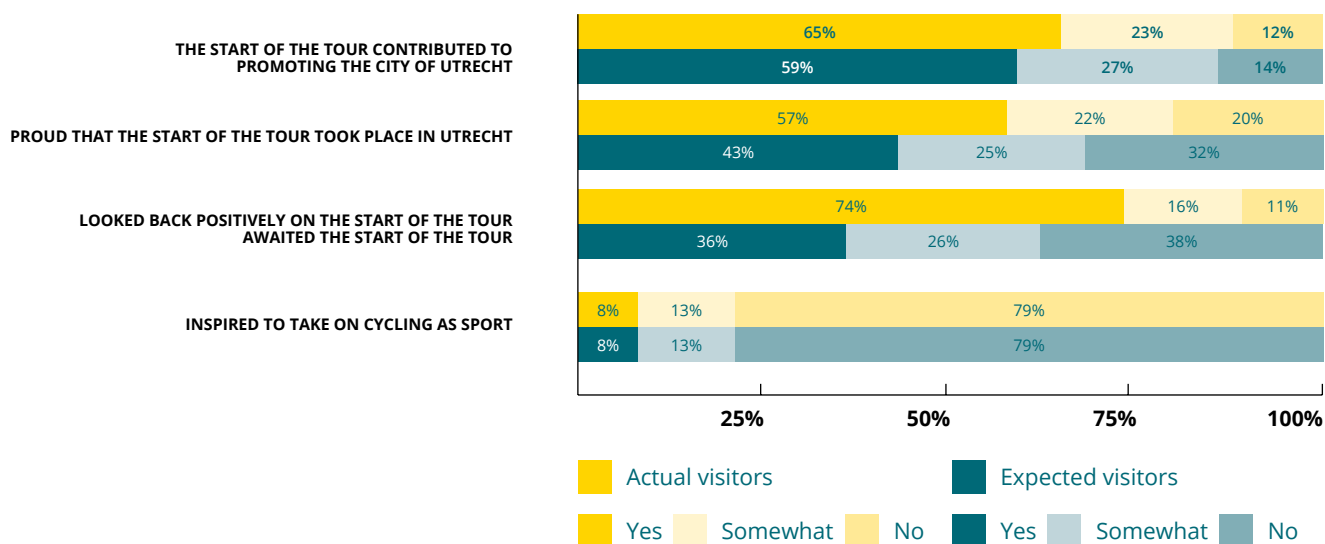


Figure 6
Evaluation statements.



Almost eight out of ten visitors expect the start of the Tour to help promote the city of Utrecht as a tourist destination.

2.5 CONCLUSION

On days of Le Grand Départ, the start of the Tour (2 to 5 July), there were 748,000 visitor attendances by over 370,000 visitors.

This number is within the range that the project organisation had anticipated, between 500,000 and 800,000 visitors (Project Utrecht in 2015, 2014; DeStadUtrecht.nl, 2015). At the same time, it is lower than the estimates made by the municipality during the Tour Days. The difference is due to the more stringent criterion used for analysing the economic impact: this included only visitors attending the Tour and/or side events (along the Tour route and in or around the city squares). The estimate of 748,000 is considered closer to an underestimation than an overestimation.

Many visitors greatly appreciated the Tour days scoring the event with an 8.4 on a scale of 1 to 10. This rating is higher than in previous evaluations of large cycling events. Noteworthy, the rating goes up as the event progressed. In addition, people who were not awaiting the Tour evaluated the event with a high score.

A vast majority of Utrecht residents looked back positively on the start of the Tour and felt that it has contributed to promoting the city. A majority has reported feeling proud of their municipality for having organised this event.

5 In calculating this average, there was a sample size correction to allow the likelihood of multiple-day visitors to be included in the sample.

6 In comparison with the population of Utrecht, the highly educated and indigenous population in the Residents Panel are overrepresented and the youth underrepresented. The results therefore do not necessarily translate into an (average) view from the Utrecht resident, but they give a good indication.

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One week prior to Le Grand Départ more than 13,000 cyclists took part in a trial tour, riding 35, 75, 110 or 150 kilometres of the 2nd stage Tour route.



CASE

Paracycling weekend

DATE **29-31 MARCH 2015**

THEME **SPORT**

The paracycling weekend was an international cycling race for handbikers and tandem (visually impaired) riders. Over 150 riders participated in the event from 16 different countries. Apart from these races, riders could take part on Sunday in the 35km time trial through green pasturelands around Utrecht. The organization consisted of the collaboration between the National Dutch Cycling Association (KNWU), the Sport Association of Utrecht (VSU) and Het Stadion cycling club. Linking this event with the Time Trial Championship Utrecht expanded financial possibilities and the event could alternate between paracycling and just cycling.

‘That the event could take place is already a success. That so many riders from different countries took part in the paracycling weekend makes it extra special. This has not occurred since at least ten years.’

ORGANISER
PARACYCLING WEEKEND





CHAPTER 3

Organisational legacy

Besides an impact on the short term, the municipality also sought legacy in the longer term with Le Tour Utrecht.

It particularly strived to create an organisational legacy: Le Tour Utrecht should contribute to sustain cooperation between the municipality, business, sports organizations, cultural institutions and knowledge institutions in a permanent fashion. The municipality also intended Le Tour Utrecht to offer a platform for the city's cultural and knowledge institutions to raise their profile, leading to a permanent cross-fertilisation between sports clubs, cultural and educational institutions. This evaluation report has investigated the extent to which Le Grand Départ has met those expectations, through individual interviews and focus group discussions with stakeholders.

3.1 COOPERATION AND CROSS-FERTILISATION

It may be noted that organising Le Tour Utrecht has caused a quantum leap in the minds and actions of the organisations involved. According to many stakeholders, the organising of an event in Utrecht leading to such a high level of cooperation between municipal institutions, businesses, sports organizations, cultural and knowledge institutions is unprecedented.

“Utrecht is a network city. It has now been proven. This is an extra boost actually.”

Marketeer 4



The Business Peloton Utrecht encourages cooperation with the different drawing areas of Entrepreneurs Fund Utrecht and organised several joint activities. In organising concrete activities around neighbourhoods and city squares in close proximity, businesses easily managed to find each other, although some respondents found that not all opportunities were exploited.

also published on their websites the strengths and focus of each club to conveniently help potential members to choose their club.

"In the cycling world before the Tour people were more divided than they cooperated. That is now set in motion."

Stakeholder Utrecht2015 programme

After some initial scepticism, cultural and education institutions have greeted enthusiastically the many opportunities offered by Le Grand Départ. As will be discussed in the next chapter, most of the activities of the Utrecht2015 programme were organised around a cultural theme. Collaborative partnerships were formed between the municipality and cultural institutions, knowledge and sports organisations, which previously did not exist.

"There was a newfound confidence in the cooperation between entrepreneurs. They all appreciated working together. It's fantastic that it got off the ground, and to harvest even a piece of legacy in pursuing collaborations is great, but it could have been better."

Marketeer 2

"It has brought many parties to the table in a dynamic and thriving collaboration. Right here in the centre of Utrecht are people who can get along and together make a difference."

Marketeer 1

The press centre was decorated in Utrecht atmospheres.

Besides businesses, cultural and knowledge institutions, as well as sports organisations also have even more distinctly worked in collaboration with the municipality. Utrecht's touring and cycling clubs jointly established the foundation 'Round of the Maliebaan' from which they organised various activities. Cycle clubs





After 12 years of preparation, the Tour de France riding underneath the Dom Tower became reality on 5 July 2015.

In organising the project Le Grand Départ, Le Tour Utrecht received valuable support by partners with years of experience in the organisation of large (r) events. As a result, the city of Utrecht has gained a better understanding of the added value these partners have brought.

"We have been involved at an early stage in the preparations since we have the business experience with large events. In recent weeks, the preparatory work took up more time. Therefore, we have adjusted our schedule and conducted a number of activities sooner. In addition, we have considered the requests and needs of the commissioning client. Consequently, there was extra room in the schedule for everything to run smoothly."

Stakeholder Engineering & Security

The partners of Le Tour Utrecht from the project cluster Technology, Security & Mobility proceeded innovatively. The Central Netherlands Police chose to use an unprecedented coordinated Staf Grootchalig Bijzonder Optreden, SGB0 (Staff Widespread Special Action). This meant that the management of security and safety lay in the departure city, as the peloton rode during the 2nd stage through 13 municipalities. In the future, this strategy could be adopted more often with focusing on starting the cooperation earlier.

"For the police force, the use of a single coordinating SGB0 in cooperation with the municipality and other parties was new. We really pulled together as one unified body. This collaboration should be taken up earlier next time to allow more time to rehearse scenarios together. People would get to know each other better and work together more efficiently."

Stakeholder Engineering & Security

According to respondents, the cross-fertilisation between sport, culture, knowledge and economy could have been increased by facilitating cooperation between organisations at an earlier stage. For the Utrecht2015 programme, brainstorming sessions had been scheduled about eighteen months prior to Le Grand Départ. Partners from all sectors were present during these meetings. After a New Year's reception in January 2015, the collaboration between the various sectors was no longer facilitated and management from Le Tour Utrecht focused on the "core groups" of the four themes. Respondents indicated that they found it unfortunate that the management of Le Tour Utrecht missed out on mutual cooperation between the four sectors. A number of respondents also had difficulty in obtaining a complete overview of all activities and implementing partners of the Utrecht2015 programme. A clear overview would have helped them seek more contact with partners from other sectors.

Despite such comments, some interviews and conversations with focus groups revealed that the organisation of activities before and during the start of the Tour Start did contribute to the cooperation and networking between organisations in and around Utrecht. This approach suits the municipality and is bound to yield further benefits.

"Le Grand Départ in itself was not specifically a Utrecht event. But the way in which the various activities were interpreted and the way in which coalitions were formed and worked together, make it a Utrecht event."

Marketeer 3

Utrecht has shown its best side: Photo of decorated city or the like. Utrecht organisations and (inter) national media full of praise on Utrecht decorations. The 'city dressing' for the Tour combined with ecstatic fans supplied countless beautiful pictures.



3.2 PLATFORM TO INCREASE EXPOSURE OF ORGANISATIONS'

Organisations that have contributed to Le Tour Utrecht were satisfied with the added value the start of the Tour has brought to their own organisation. This added value was particularly found in the advertising value and the (inter) national media attention. A respondent indicated:

"The platform it has provided the city; it showed the broad aspects of the city; the historical side, but also that it is a smart city; a cosy, warm place; the prevailing togetherness."

Marketeer 1

Some organisations saw the arrival of Le Grand Départ as a great opportunity to raise their profile and were willing to (greatly) invest in committing themselves to the event, sometimes so much so that it cost them money.

"We have to concede some financial loss, but that was part of the deal. In fact, we had no intention to earn on our contribution to the Tour. Nonetheless, we have received much national and international exposure and feel that there was quite a good balance between costs and benefits."

Funder Le Tour Utrecht

The added value of Le Tour Utrecht was mainly in its communication power: it was able to use the platform 'Utrecht2015' and offer a communications package to the organisations involved.

To organisations involved in the marketing of the city of Utrecht (Tourism Utrecht, Jaarbeurs, Utrecht Science Park, Centre Management, etc.), Le Grand Départ offered the possibility to enhance and disseminate the social and economic 'story' of Utrecht. They have done this in the run-up to the start of the Tour by developing deliberate campaigns in Utrecht in cooperation with each other and other small and medium-sized enterprises (SMEs) in the inner city.

The organisations involved were pleased with the cooperation, although they would have preferred a more structural and constructive collaboration with Le Tour Utrecht leading up to Le Grand Départ. In their view, the collaboration with Le Tour Utrecht, and also with the Business Peloton Utrecht proved quite difficult at times. According to marketing partners, this occurred because agreements with Le Tour Utrecht were not realized at an early stage. This has cost valuable time, energy and money, and some potential partners pulled out from the organisation of marketing campaigns. The project organisation Le Tour Utrecht gives a

more nuanced account. It indicates that various attempts have been made to involve the marketing partners early but it took a lot of energy to bring about such cooperation.

3.3 ORGANISATIONAL VULNERABILITY

As project organisation, Le Tour Utrecht faced a great challenge in making Le Grand Départ a success. It used a work model in which the municipality essentially carried out the project. A separate Foundation was also established to relieve the municipality of certain tasks and responsibilities. By using the Foundation for example, the project budget and payments could be separated from the commissioning and monitoring role of the municipality. Also, the use of a foundation had financial, tax and legal advantages in the procurement of services, applying for grants, the charging of VAT, and entering into contracts with private parties. With the chosen organisational model, the city of Utrecht could meet the requirement by the ASO to only make agreements with the municipality (mayor) on the organisation of Le Grand Départ. The municipality (via the

mayor) remained the representative of Le Grand Départ in all contacts with the ASO. The Board of the Foundation explicitly kept a low profile with regard to the organisation and financial management.

A drawback of this setup was that the project organisation worked with a tight budget which did not provide allocation resources for unforeseen costs. A reserve for such contingency fees was impossible within the subsidy regulation of the Ministry of Health, Welfare and Sport. Due to the strict separation between the budget of the project organisation and the controlling and commissioning role of the municipality, no additional municipal facilities could be invoked. As a result, the project budget was under great pressure and caused the project organisation to rely on many volunteers and a very limited number of paid professionals. This made the project organisation vulnerable on key management positions. While it can be concluded that this did not lead to major problems, it did involve an (acceptable) risk.

Much time and energy was put into promoting the start-up programme from 26 March to 100 days prior to Le Grand Départ. Information on the numerous activities taking place in that period was spread via websites, Facebook, Twitter, Instagram and YouTube.



A unique feature of the project Le Tour Utrecht was the public-private partnership(s) and related private investment, which was conceived by the Foundation with the business community and local organisations. This collaboration made it possible to organise Le Tour Utrecht as a project 'by and for the city' and to create a 100-day celebration instead of a two-day event. The public-private partnership has proved an excellent choice for Le Tour Utrecht and it set a new standard in organising major sports events in the Netherlands.

The biggest risk was the dependence on a limited number of management and staff positions, particularly in the department of Engineering, Security & Mobility. Several respondents indicated that it is far from optimal in the organisation of an international top event to work with so few professionals and so many volunteers.

"To leave management to one single person is outdated. There is much at stake in such a big project."

Stakeholder Security & Logistics

Representatives of the project Le Tour Utrecht recognized the risk and would have addressed this concern yet they reported having no budget to deploy extra professionals, which indeed spread the risk.

In an organisation with so few professionals and that many volunteers and interns, it can prove difficult to facilitate cooperative relationships and to maintain efficient communication with external stakeholders. Communication problems surfaced during meetings with stakeholders of Le Tour Utrecht. Whereas the communication in the beginning of the organisation process (before the 100-day kick-off on 26 March) was good, it became increasingly difficult in the course of time for stakeholders to properly align information.

"I have to say that I am sometimes at a loss because I've had contact with so many people within LTU, which felt like 800. That produced a lot of confusion as to who was responsible. Every week you heard something else. I didn't know where I had to be and why."

Stakeholder Utrecht2015 programme



"For example, what if something had happened to [project manager logistics & security]? He was one of the few who knew everything. There was a lot on paper, but more was in his head."

Stakeholder Security & Logistics

Travel advice and tips for coping with the heat were given out days before Le Grand Départ for a safe and smooth running of the event.

This growing lack of clarity is linked to the choice of a bottom-up approach in Le Tour Utrecht. Initially, the project organisation took an inspiring role as originator of ideas, a role which later on took a more facilitating character. This shift sparked a different way of communicating: from proactive to reactive. In the preliminary phase of the project (from November 2013 onward), Le Tour Utrecht initiated brainstorming sessions for the partners of the Utrecht2015 programme, and took the lead in establishing contacts with outside parties. From January 2015 however, the role of Le Tour Utrecht became more facilitating in nature, for example by offering communications packages. This changing role was not always clear for the stakeholders from the Utrecht2015 programme.

The commitment of the many Tour Makers was successful. But it took a lot of coordinating power between professionals and volunteers to run the organisation smoothly.

During the heat on Saturday, visitors were warned in various ways to adjust to the heat.

“Cooperation between professionals and volunteers was not always optimal. Volunteers needed more guidance. Fortunately, there were many rehearsals and it was possible to contact the sector leader directly. (...) The use of radios (and inexperience of some users), sometimes weakened internal communication. But when this kind of problem would surface, it was properly resolved.”

Stakeholder Security & Logistics

3.4 KNOWLEDGE MANAGEMENT

Most respondents stressed that the organisation of Le Grand Départ has been a large festive celebration, loosening a lot of energy in the city. They consider the many activities in the run-up to Le Grand Départ were of great value. To what extent did the festive Grand Départ and the energised city contribute to the future image of the city is, according to respondents, difficult to say.

“The Tour has triggered something. That people know where to find each other is in itself a legacy. But the next step is not choosing a next event, but devising a strategy whereby you can grow organically as a city. The competence is there and we all know it, but we need to join forces and grow it organically.”

Marketeer 3

For many respondents, it is also unclear who is responsible for realizing the legacy of Le Grand Départ in the coming years. Various networks are considered to play a role: the Assembly, the Business Peloton Utrecht and the Fire Team Utrecht, but it is unclear which network would take the lead in this process.

“The great internal debate within the municipality is in my opinion about what sort of ‘event city’ Utrecht wants to be, which has direct consequences on how to organise one together. We have now shown that we (the city) can organise an event differently and it has turned out quite positively. If we should do it again, the city should first ‘know itself’, and then ask what role should have the municipality.”

Marketeer 2

The organisation of Le Grand Départ has displayed extensive knowledge and expertise on security and logistics of major sporting events in public spaces. This includes how to manage the cooperation between a limited number of professionals and a large group of volunteers and interns, as well as the cooperation with the police, Ministry of Defence and the National



Coordinator for Security and Counterterrorism. The extent to which this expertise has been retained is unknown, according to partners from the project cluster Engineering, Security and Mobility. The partners agree on the importance of maintaining relationships between the city of Utrecht and themselves, and consider that this issue should be addressed.

"It would be good to have transcriptions of checklists / expertise/ formats / scripts and roadmaps, etc. so that the knowledge can be more easily shared. Especially knowledge about security, that was still relatively unknown. Perhaps some sort of (national) knowledge network that could draw in wider expertise about more than just sports."

Stakeholder Security & Logistics

It stands to reason that retaining the knowledge gained is possible through the network "The Power of Sporting Events". This network was set up as an initiative of the G5 (Amsterdam, Rotterdam, Utrecht, The Hague and Eindhoven), the Dutch Ministry of Health, Welfare and Sport (VWS) and The Netherlands Olympic Committee * Netherlands Sports Confederations (NOC*NSF). The network strives for the excellent organisation of leading sporting events with high impactful side events. Potential events that also fulfil certain conditions can be placed on a top sports events calendar, making them eligible for a government grant. In addition, recipients of a government grant are required to share the knowledge around the organisation of the event (and side events) no later than one year after the event. This applies to the organisation of the Tour de France in Utrecht.

3.5 CONCLUSION

With a relatively limited budget, the project organisation Le Tour Utrecht has not only organised the Tour Days, but also created a large number of additional activities and side events. This was achieved through the efforts of a select group of professionals and many volunteers, and by collaborative partnerships

with external organisations. The result can be considered an achievement. Yet it must be noted that the tight budget has brought some risks, particularly because the project organisation only had single occupancy in key positions and was heavily dependent on a limited number of managers and staff.

Judging by the respondents from the organisations involved, it can be concluded that Le Tour Utrecht has had a positive impact on the cooperation between the municipality of Utrecht, businesses, sports organisations, cultural and knowledge (education) institutions. In some cases, sustainable partnerships were established. Examples include the cooperation between Utrecht cycling clubs and cooperation between companies, promoted by the Utrecht Business Peloton. It can also be concluded that the city's cultural and knowledge institutions have seized the opportunity to raise their profile with Le Tour Utrecht. The cooperation between sports clubs, cultural and knowledge institutions has led to cross-fertilisation between sport, culture, knowledge and economy.

The cooperation between organisations before and during events can be further promoted by facilitating it at an earlier stage and by communicating more efficiently and earlier. It is also of great importance for organisational legacy to secure and share the gained knowledge.

The successful organisation of Le Grand Départ prompts the discussion on whether or not the City of Utrecht should organise a top event more often. Answering that question requires to first develop a strategy and vision about the further growth and profile of the city.

CASE

Expositions

DATE **ONGOING**

THEME **CULTURE**

The connection between sport and culture spawned numerous exhibitions in museums and other venues throughout the city. Almost every museum was approached to design exhibitions with an interesting spin to the theme of cycling and the Tour de France. “It was striking how quickly and creatively museums were able to find connections with the theme. Almost all museums were immediately excited with the idea,” said the coordinator from the start-up programme. The variety of exhibitions was huge: from a Bike Lab (FietsLab) in the University Museum, to a bicycle-driven street organ in Museum Speelklok, to ‘The Dutchmen of the Tour’ in the Railway Museum (Spoorwegmuseum) and to the “Sacred Jersey” (Huilige Trui) exhibition in the religious museum Catharijneconvent. These themed exhibitions led to new and stimulating collaborative partnerships for the museums and some employees reported that the displays even attracted new audiences.

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‘Personally, I don’t have much interest in cycling and sports but I did notice while giving guided tours, that I was sometimes in the presence of very different audiences, not the usual groups that visit this museum. I think that’s great and surely an added value for the museum.’

EMPLOYEE/TOUR GUIDE MUSEUM



The Dutchmen of the Tour
(Railway Museum).





The Sacred Jersey
(Museum Catharijneconvent).



Bike Lab
(University Museum).



Race Bike Organ
(Museum Speelklok).

The riders of the Australian cycling team ORICA GreenEDGE visited Utrecht's Museum of Contemporary Aboriginal Art (AAMU) prior to Le Grand Départ.



Utrecht Cycling City
(Utrecht Archives).

CHAPTER 4

Social impact

This chapter describes the social impact of Le Grand Départ. As described in §1.3, the Utrecht2015 programme aimed at providing a festive and social impact by organising activities 'by and for the city'.

In the project plan Le Tour Utrecht 2015, the following objectives have been elaborated for this programme:

- Participants, visitors and city residents appreciated the start-up programme (Utrecht2015) of Le Tour Utrecht with a score of at least an 8.0.
- At least 75% of participants and visitors were positive about Le Tour Utrecht and the start-up programme, at least 75% recognized that it has contributed to the pre-set objectives (overall, in marketing and start-up)
- Organising partners (associations, cultural institutions, businesses) from the start-up programme scored the cooperation with a minimum of 8.0 at least 75% indicated that Le Tour Utrecht and the side events programme has contributed to their own organisation objectives.
- At least 75% of the organising partners recognized that the start-up programme has contributed to the (overall and marketing) objectives of Le Tour Utrecht.

4.1 RECEPTION UTRECHT2015 PROGRAMME

A total of 250 activities carried out in the start-up programme received some assistance from Le Tour Utrecht. These activities operated under the banner of "Utrecht2015". Many other activities took place in Utrecht in the light of the Tour de France, but these were not included in this study.

Le Tour Utrecht assisted some activities of the Utrecht2015 programme with financial support,

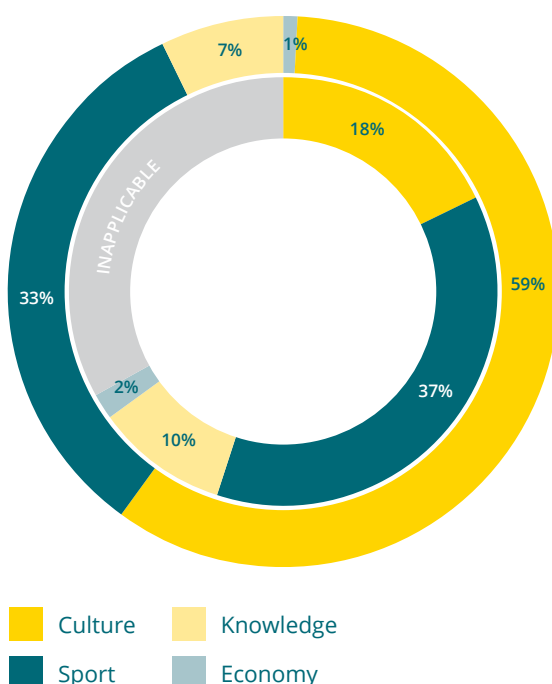


others with communications packages. Some activities originated from major collaborations with the organisation Le Tour Utrecht, such as, “The 100-day kick-off”, “Tour Trial Route” (Tourversie), “la Caravane d’Utrecht” and “La Tournée de la Musique”. However, most other activities were carried out by Utrecht-based organisations and volunteers.

The Utrecht2015 activities focused on the four themes central to the start-up programme: Culture, Sport, Knowledge and Economy. Ideally there were several themes central to the activities to stimulate cross-fertilisation between the themes.

The outer ring of Figure 7 represents the central theme of the Utrecht2015 activities and the inner ring the second theme. The Figure shows that the bulk of Utrecht2015 activities’ central theme was ‘culture’ (59%), and as second theme, ‘sports’ (37%). This is in line with the main objective of Le Tour Utrecht to showcase Utrecht as a city of knowledge and culture, with an emphasis on sports.

Figure 7
Themes Utrecht2015 Programme.



Activity organisers were asked how many participants, visitors and volunteers had attended their respective Utrecht2015 activity.⁷ They were also asked how many hours volunteers had spent in organising and implementing activities.

Table 2
Reception Utrecht2015 Programme.

PARTICIPANTS	138,000
VISITORS	570,000
VOLUNTEERS	7,500
HOURS VOLUNTEERS	130,000

In total, approximately 138,000 people participated (anticipated objective was 50,000) in the various activities and there were approximately 570,000 visitors (anticipated objective was 250,000). In addition, almost 7,500 volunteers were active in the organization and implementation of the start-up activity programme.

4.2 PARTICIPANT/VISITOR EXPERIENCE AND APPRECIATION UTRECHT2015 PROGRAMME

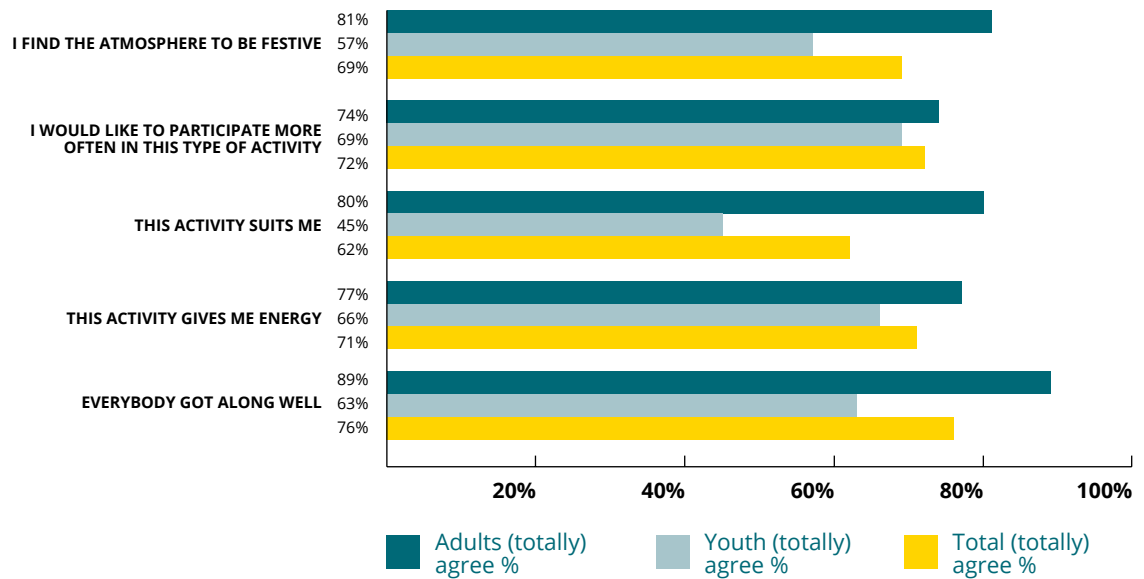
Participants and visitors to the Utrecht2015 activities qualified their experience as a festive, energetic and a nice experience (see Figure 8). Over 69% of respondents answered ‘totally agree’ to the statement ‘I think it’s a festive atmosphere’, particularly the adults (81%) found that a festive atmosphere prevailed during the activities. An adult visitor to the cycling weekend indicated:

“It is well organized. There is attention paid to visitors by providing seating, plenty of stalls and music, so a great atmosphere and really fun event!”

Visitor Utrecht2015 activity

Participants felt energised by the activities in various ways, for example, by participating in lessons from the community programme on how to ride a bicycle. Especially immigrant women participated in this activity.

Figure 8
Visitor/participant experience of Utrecht2015 activities.



A Turkish woman explains why she found that everybody got along well during the cycling lessons:

"They really do their best in helping us. Last year my husband said 'I'm going to teach you how to ride a bicycle', but I don't want this. My husband just starts screaming while they instead calmly give tips."

Participant Utrecht2015 activity

According to adult participants and visitors, the activities were better adapted to adults than to young people. Nearly two-thirds of all respondents found that activities suited them but for the youth this percentage was 45% while among adults this was 80%. One possible explanation is that participants and visitors of eighteen years and older more likely had voluntarily participated in an activity that was in line with their (cycling) hobby, while many youngsters faced mandatory participation through school programmes.

Participants and visitors were asked to give three words that spontaneously came to mind to describe Utrecht2015 activities. The words 'great', 'fun' and 'cycling' were most frequently named. But also: 'instructive', 'exciting', 'challenging', 'traffic', 'original' and 'exercise'. The words are displayed in Figure 9 as a word cloud.

The word cloud shows that especially positive terms came to mind when respondents thought of Utrecht2015 activities. This corresponds to scores participants and visitors gave to the activities of the start-up programme.



Figure 9
Word cloud generated from three words for Utrecht2015 activities.

APPRECIATION UTRECHT 2015 PROGRAMME 8,2

On average, they evaluated the start-up programme with a score of 8.2. Like in the overall valuation of the Tour Days, this is a particularly high assessment.

4.3 ACTIVATION OBJECTIVES LE TOUR UTRECHT

One of the aims of the Utrecht2015 programme was that it should contribute to the overall objectives of Le Tour Utrecht. This translated into multiple ways of questioning the participants and visitors of the Utrecht2015-programme.

Figure 10 shows that 77% of adults (totally) agree with the statement ‘the image of Utrecht improves because of this activity taking place’. An adult participant in the ‘Tour Trial Route’ commented:

“Utrecht will have the opportunity to show its capabilities. It is good publicity.”

Visitor Utrecht2015 activity

Almost all participants indicated that they understood that the relevant activity of Le Tour Utrecht had something to do with the Tour de

France. However, there were critical comments made by people who did not understand why some activities were organised in the context of Le Grand Départ, while others (bicycle) activities in the city had disappeared. A parent who visited her child’s school programme, for example, said:

“Too expensive! I do not understand why the traffic garden had to close while this was made possible.”

Visitor Utrecht2015 activity

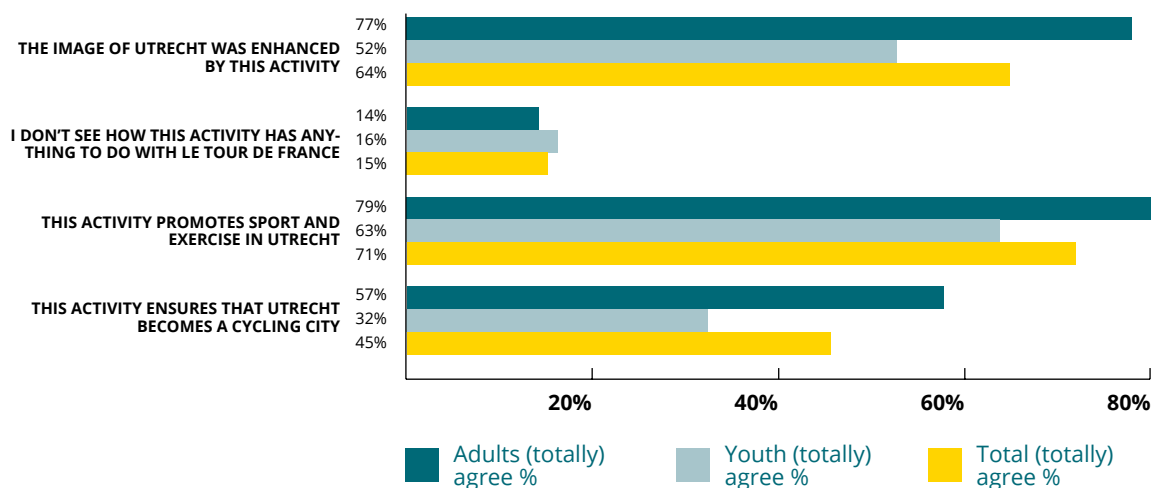
This parent found it important to have good bike and – road regulation – classes offered to school children and had appreciated the educational character of the Tour’s school programme, but simply could not comprehend why budget cuts had shut down another bicycle and road safety-related project that already existed.

Nearly three quarters of participants and visitors believed that the Utrecht2015 programme had helped promote sports and exercise in Utrecht.

The cycling as ‘social means’ is mainly used through the programme ‘Utrecht Cycles!’, under the direction of the Harten voor Sport (hearts for sport) organisation in Utrecht. This programme links and unites cycle goals from different societal sectors (social support/

Figure 10

To what extent did the Utrecht2015 Programme reach the objectives set by Le Tour Utrecht.



sports & society, environment & mobility, public health and recreation). Utrecht residents are encouraged via an integrated neighbourhood-based approach to transform Utrecht into a cycling city. The event Le Grand Départ has helped initiate this programme.

"The Tour is used as flywheel in Utrecht districts and schools where people have been very active with cycling in the broadest sense of the word. (...) There is now a type of connection that works: the bicycle as social encounter, as daily means of exercise etc. Besides, Utrecht is a nice setting for the bicycle."

Stakeholder Utrecht2015 activity

The Utrecht-based cycling clubs indicated that there had been more emphasis in recent years on 'cycling as a sport', also before Le Grand Départ took place in Utrecht. Although the organisation of Le Grand Départ did not specifically intend to promote sport participation, cycling clubs believe that Le Grand Départ did stimulate people to practice cycling as a sport and to join a Utrecht cycling club.

Both the increased focus on cycling in the city and Le Grand Départ have led to a better collaboration between Utrecht cycling clubs. An example of this collaboration is of clubs organising various activities through the foundation 'Round of the Maliebaan'. Also, cycle associations post on their website the strengths of each club so that potential members can quickly find and choose the one that suits them.

"Cycling as a sport has been growing for some time. (...) Nevertheless, I think that members gained an extra boost from the Tour."

Stakeholder Utrecht2015 activity

4.4 ORGANISING PARTNERS' EXPERIENCE AND APPRECIATION

In the implementation of the start-up programme there was an important role for existing Utrecht organisations with a long track record. Some of these organisations were in the

early stages not very keen on contributing to Le Tour Utrecht. Especially cultural organisations questioned the municipal investment in a major sporting event while at the same time making major cut backs in the cultural sector. As Le Grand Départ drew near however, these organisations jumped at the opportunity and took their spot in the limelight. From all the Utrecht2015 activities, approximately 60% were carried out by the cultural sector, as previously shown by Figure 7.

Utrecht organisations report that they have achieved their objectives while also enjoying the collaboration with Le Tour Utrecht 'official' staff during the organising phase of the start-up programme. However, as mentioned in the previous chapter, activity organisers found that communication with Le Tour Utrecht deteriorated as Le Grand Départ drew nearer.

A quantified measurement of the value assessment by organising partners was not possible because this research chose instead to conduct in-depth interviews and focus group interviews.

4.5 CONCLUSION

Leading up to Le Grand Départ, Le Tour Utrecht has facilitated numerous activities and to a lesser extent initiated others. A total of 250 activities took place under the banner of Le Tour Utrecht. There were a lot more participants in these activities and visitors than the city had anticipated: 138,000 participants and 570,000 visitors (estimation was 50,000 and 250,000). More than 7,500 volunteers have invested 130,000 hours to help facilitate these activities.

The activities were appreciated with an 8.2 on a scale of 1 to 10, which meets the objective that the municipality had set. Adults were more enthusiastic than young people, presumably because the latter often in the context of education took part in (compulsory) activities. Nevertheless, a majority of youths were also positive about the organised activities. Keywords were: 'great', 'fun' and 'cycling' as well as 'instructive', 'exciting', 'challenging', 'exercise' and 'traffic'.

The relationship between the activities of the start-up programme with the start of the Tour de France was for most respondents obvious. They also believed that the Utrecht2015 programme has contributed to enhancing the image of Utrecht and promoting sport and physical activity in the city. A majority of respondents agreed that Utrecht will more likely be regarded as a cycling city after the start of the Tour. The 'Utrecht Cycles!' programme across city schools and neighbourhoods used cycling as a 'social means' to transform Utrecht into a cycling city.

The organised activities were largely the product of private initiative. They were mostly carried out by volunteers, with the support of

Le Tour Utrecht. Utrecht organisations with a proven track record played a prominent role. Especially cultural organisations were initially sceptical about Le Grand Départ. Over time however, they became increasingly active and knew precisely how to establish a direct bond with the world of cycling in general, and with the start of the Tour in particular.

⁷ The survey was completed by 82 activity organisers. Results were extrapolated to a total of 250 activities.

Joop Zoetemelk and Jan Janssen, two former Dutch winners of the Tour de France, added to the success of the Tour in Utrecht.



CASE

Utrecht Cycles!

Neighbourhood and school programmes

DATE 26 MARCH – 2 JULY 2015

THEME KNOWLEDGE AND SPORT

In the run-up to Le Grand Départ, the Utrecht organisation Harten voor Sport (hearts for sport) set up a programme of bicycle-related activities for people of all ages. The neighbourhood programme mainly consisted of cycling lessons and 'Bike Repair Cafes' that took place at various community centers and nursing homes throughout the city. The cycle training lessons were aimed at people with little bike riding experience growing up and who are thereby often less skilled, especially women with a Turkish or Moroccan background. The Bike Repair Cafes offered people cheap bicycle repairs. The Harten voor Sport organisers also made it possible for people to set up their own Bike Repair Cafe using mobile Fix-bikes (cargo bikes with tools). In a cycle

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APP



'I know how to patch a bike tyre. Actually, the Kids Bike Repair was pretty useful to me. I don't need to ask my father to repair a tyre anymore.'

PUPIL ELEMENTARY SCHOOL



city like Utrecht, the bicycle is an indispensable means of transportation and for participants of this programme, learning how to ride a bicycle is significantly useful.

"Without the Tour we would not have continued after the summer of 2014. The Tour was perhaps not closely connected to many people from our target groups, but we hope it will set in motion a successful follow-up to the programme."

Organiser Utrecht Cycles!

"I have tried to ride a bicycle in the park but that was a little tricky. But if you keep trying, it will happen. I'm rather ambitious. I like these lessons because you can practice with someone else in a group. You get more energised by doing things together, alone is not so much fun."

A Dutch-Moroccan woman who would eventually like to ride a bike instead of taking the bus to go shopping or to the market

Within the Utrecht Cycles! Programme, a range of activities were also organised for the youth, primarily through elementary and secondary (special) education. Elementary school children participated in a bike skills circuit set up in cooperation with the Royal Dutch Touring Club (ANWB). The fun and also educational activity aimed at helping children sharpen their road skills and learn about road safety. Also, pupils learned how to repair a punctured bicycle tyre during the Kids Bike Repair Shop. Secondary school students were challenged to think about the 'bicycle of the future' with a Battle of Concepts. In addition, there were exciting activities like the 'Pump track', a bike circuit set up in school yards looking like a BMX track with hills and berms where students could train their balance and bike handling skills. The 'Virtual Bike' also appealed to many students: sitting on a stationary bike with a virtual reality headset and experience riding a stage of the Tour de France like a pro racer. The VSU complemented this with the 'Toppers & the Tour' programme, whereby a (former) elite level cyclist told of his experiences in professional bike racing to children. The Harten voor Sport organisation has shown that existing programmes can get a huge boost by building on the momentum of a top sports event.

"It was nice to see how the students truly enjoyed this day. And it is important for them to experience successful participation. And they could achieve this quite quickly with these activities."

Teacher Elementary School





CHAPTER 5

Economic impact

The economic legacy (long-term impact) of Le Tour Utrecht will ultimately be known later on.

For example, whether the number of tourists in Utrecht has increased since organising Le Grand Départ will be determined at a later stage. 'Tourism Utrecht' will monitor this development in the coming years. This chapter will therefore focus on the economic impact of Le Grand Départ, specifically the short term effect. It is based on the monograph study on the economic impact and perception of the start of the Tour in Utrecht conducted by Paul Hover and Sven Bakker for the purpose of this evaluation report.

The study on the economic impact of Le Grand Départ focuses on the period from 2 to 5 July during which the following events took place:

- Team presentation in Park Lepelenburg (Thursday, 2 July 2015);
- La Caravane d'Utrecht (publicity caravan) in city centre (Friday 3 July 2015);
- First stage through city centre (Saturday 4 July 2015);
- Second stage start in city centre (Sunday 5 July 2015).

The Utrecht2015 programme beginning on 26 March 2015 and the programme of side events during the Tour Days were organised outside the four above-mentioned locations are therefore not included in the calculation of the economic impact.

An economic impact analysis measures the flows of additional (extra) expenditure of (in this case) a sporting event within a delimited area. In this study, this concerns the extra spending by visitors, Tour riders and escorts, the Amaury Sport Organisation (ASO) and

partners, the Tour Makers, the press and Le Tour Utrecht which, due to the start of the Tour took place in the municipality of Utrecht.⁸

Expenditure by municipal authorities made in the light of the Tour start, are not considered as additional spending, according to the WESP research guidelines.⁹ It is assumed that municipal resources would sooner or later benefit the municipality and are thus considered as a shift in spending over time.¹⁰

In this study on the economic impact of the start of the Tour, a distinction is made between two spending group categories of visitors; one is an 'additional' spending group and the other a 'non-additional' spending group. The 'additional' category includes all persons that would not have visited Utrecht if the Tour de France had not taken place.

The distinction between additional and non-additional respondents was created as follows. In the analysis phase, respondents were divided into two groups: 'residents of the municipality of Utrecht' and 'non-residents of the municipality of Utrecht'. Residents of the municipality of Utrecht are considered as non-additional visitors. The remaining respondents (Dutch people who do not reside in Utrecht and international visitors) were then only classified as 'additional' if to the question "Would you have been visiting Utrecht today had the Tour de France not started in Utrecht?" they replied: "probably not" or "definitely not". Respondents from this group who gave a different answer were not considered as 'additional' visitors.

5.1 ECONOMIC IMPACT: VISITORS

As stated in paragraph 2.1, this research estimates the number of attendances to the start of the Tour (according to WESP measuring guidelines) to have been 748,000 visits. On the basis of a survey among visitors to Le Grand Départ, visitors stayed on average 2.02 days for this event. The number of individual visitors to the start of the Tour is in this study established at over 370,000.

Furthermore, on the basis of this survey, the assumption for this research is that 51 % of

As Le Grand Départ drew near, more and more entrepreneurs seized great opportunities around the upcoming event.



visitors are regarded as 'additional'. As previously mentioned, the residents of the municipality of Utrecht are according to this research method not considered as 'additional'.¹¹ 83% of the Dutch visitors (residing outside the city of Utrecht) and 79% of visitors from abroad were apparently considered 'additional'.

The average length of stay of additional visitors from the Netherlands and abroad was 1.6 and 2.2 days respectively. Dutch visitors spent an average of €22.50 euros per day while visitors from abroad spent an almost double amount: €43.00 euros daily. Of the money spent by the Dutch, 84 % went to food and drinks and 10% on merchandise. Visitors from abroad also spent money mostly on food and drinks (63%), but more than twice as much on merchandise articles (21%). Other sports events evaluations have shown that a longer length of stay and a higher level of spending among people visiting from abroad is a normal pattern.

More than a third of Dutch visitors stayed longer in Utrecht (34%) than the length of the Tour and that group stayed on average 1.8 days longer for e.g. shopping, visiting cafes and restaurants or visiting family. It is expected that the activities organised in addition to the start of the Tour, including the two-day music festival 'Tournée de la Musique' in the heart of the city, have contributed to the extended stay of that group.

This leads to an altogether economic impact of daily expenditures of 10.466.000 million euros in the city of Utrecht.

In addition to day-to-day spending, expenditure on accommodation for the municipality and for the region (excluding the municipality) was calculated. The share of 'overnighters' among additional Dutch visitors and international visitors was 24% and 81% respectively. International visitors stayed overnight not only more frequently but also longer (an average of 2.9 nights compared to 2.1 among Dutch visitors). Also, spending among international visitors was higher than among Dutch visitors: €69.20 euros versus 38.10 euros per person per night. This difference is partly attributable to

the fact that Dutch visitors were significantly more likely to have stayed with friends, family and acquaintances (70% among Dutch and 33% among visitors from abroad). Conversely, camping was among visitors from abroad more popular (23%) than among Dutch visitors (11%).

The start of the Tour has led to an additional 8.378.000 million euros in expenditure on accommodation from additional visitors to the municipality of Utrecht and to 1.798.000 million euros in the region.¹²

If we add the day-to-day expenses and expenditures on accommodation by additional visitors within the municipality of Utrecht, this amounts to 18.844.000 million euros and to 20.642.000 million euros if we include regional expenditures. As the calculation of the economic impact follows the WESP guidelines, which must concern a bordered area, this research is limited to the spending within the municipality borders.

5.2 ECONOMIC IMPACT: CYCLING TEAMS, ASO, TOUR MAKERS AND THE MEDIA

In a similar way, the economic impact by the riders and their escorting staff, the ASO and its partners, Tour makers and the media was calculated. This is based on the ASO report counting 22 cycling teams, with a total of 198 riders and 300 accompanying staff. The delegation of the French ASO in Utrecht added up to 475 persons. In addition, there were 2,000 accredited media professionals in Utrecht because of the Tour. Our research also indicates that 61% of 1,301 Tour Makers came from outside Utrecht.

It is presumed that all riders and their escorting staff, as well as the ASO delegation are considered additional visitors; without the Tour, they would not have visited the city of Utrecht. The ASO delegation and seven of the 22 rider teams stayed in Utrecht hotels (Grand Hotel Karel V, Carlton President Hotel and Hotel Mitland). The other 15 teams stayed in hotels outside the city of Utrecht, including Hotel de Biltse Hoeck (De Bilt) and the Amrath Hotel in Maarsbergen. Although these hotels are located in the imme-

diate vicinity of Utrecht, the extra spending for these accommodations were not taken into account, in strict accordance with the WESP guidelines for measuring the event's economic impact on the city of Utrecht.

The economic impact of these groups (riders, escorts, ASO, the media and Tour Makers) within the municipality of Utrecht amounts to 1.190.000 million euros.¹³

5.3 ECONOMIC IMPACT: PROJECT ORGANISATION LE TOUR UTRECHT

The municipality has invested 6 million euros in Le Grand Départ, of which 1 million from existing municipal programmes. In addition, an amount of 2.4 million euros of private funds was recruited from the municipality of Utrecht for financing of the start of the Tour.¹⁴ The public and private contributions from the municipality of Utrecht amounted to 8.4 million euros in total.

Revenues from outside the city of Utrecht exceeded 9.4 million euros. These concern largely funding from Dutch businesses – excluding private funds from municipality of Utrecht – (3.1 million euros), revenues from the hospitality sector (2.4 million euros) and a grant from the Ministry of Health, Welfare and Sport (2.3 million euros).

Approximately 11.7 million euros were spent within the municipality of Utrecht (see Table 3). The highest expenditure concerns the realization of the Tour route (3.9 million euros), the project organisation and expertise (2 million euros). More than 2 million euros were spent outside of Utrecht but within the national borders. The largest investment abroad was the legal registration and hosting fee of 4 million euros paid to the ASO.

Table 3
Revenues and expenses project organisation Le Tour Utrecht, in euros.

REVENUES		EXPENSES	
FROM MUNICIPALITY OF UTRECHT		IN MUNICIPALITY UTRECHT	
GRANT TO MUNICIPALITY	6,000,000	TOUR ROUTE	3,921,000
CONTRIBUTIONS UTRECHT BUSINESSES	2,400,000	ORGANISATIONAL COSTS AND EXPERTISE	2,053,000
REVENUES HOSPITALITY	270,000	MARKETING, COMMUNICATION AND RELATIONSHIP MANAGEMENT	1,981,000
SUBTOTAL	8,670,000	START-UP PROGRAMME	1,714,000
		COSTS HOSPITALITY KITS	1,600,000
FROM THE NETHERLANDS EXCL. CITY OF UTRECHT		OTHER COSTS	465,000
CONTRIBUTION DUTCH BUSINESSES	3,100,000	SUBTOTAL	11,734,000
REVENUES HOSPITALITY	2,430,000		
GRANT MINISTRY HEALTH, WELFARE AND SPORT	2,250,000	IN THE NETHERLANDS EXCL. CITY OF UTRECHT	
CONTRIBUTION DUTCH BUSINESSES ¹⁵	1,500,000	COSTS HOSPITALITY KITS	700,000
GRANT FROM COUNTY/PROVINCE	100,000	ORGANISATIONAL COSTS AND EXPERTISE	610,000
COMMERCIAL INCOME	50,000	MARKETING, COMMUNICATION AND RELATIONSHIP MANAGEMENT	408,000
SUBTOTAL	9,430,000	START-UP PROGRAMME	165,000
		TOUR ROUTE	159,000
		OTHER COSTS	25,000
		SUBTOTAL	2,067,000
		IN BUITENLAND	
		FEE ASO	4,000,000
		COSTS HOSPITALITY KITS	300,000
		SUBTOTAL	4,300,000
TOTAL	18,100,000¹⁶	TOTAL	18,101,000

Local entrepreneurs joined in the festivities.



The realized economic impact of the project organisation consists of the balance of income from the city of Utrecht and the expenses of the

municipality, minus the share of the subsidy from the Ministry of Health, Welfare and Sport and of the province which is not considered as additional. The portion of the grant from the Ministry that is not additional is 2% – 45.000 euros (the share of Dutch visitors who are residents of Utrecht). The reasoning here is that the municipality of Utrecht (in time) would have claimed a fair share of 2% anyway. The provincial contribution follows the same line of thought. Since more than 26 % of the province of Utrecht inhabitants reside in the city of Utrecht, that share will not be counted as additional (26,000 euros). On balance, the economic impact that the project has achieved amounts to almost 3 million euros (see Table 4).

Table 4

Economic impact project organisation Le Tour Utrecht, in euros.

EXPENSES MUNICIPALITY UTRECHT	11,734,000
REVENUES MUNICIPALITY UTRECHT (-/-)	8,670,000
SHARE PROVINCIAL GRANT NOT ADDITIONAL (26,4% PROV. INHABITANTS LIVING IN UTRECHT) (-/-) ¹⁷	26,000
SHARE MINISTRY GRANT NOT ADDITIONAL (2,0% VAN DUTCH LIVING IN UTRECHT) (-/-) ¹⁸	45,000
BALANCE	2,993,000

5.4 TOTAL ECONOMIC IMPACT

Based on the above, the total economic impact of Le Grand Départ in the city of Utrecht is estimated at over 23 million euros (see Table 5). By adding the additional expenditures of 2.250.000 euros in the region, we can conclude that the total economic impact is estimated at more than 25.2 million euros.

The WESP guidelines require that the economic impact should be calculated in the delimited area of the municipality organising the event. The amount of 23 million euros may be used for comparison with other impact studies of events that were properly carried out according to WESP guidelines.

Table 5

Overview estimated economic impact in euros.

	MUNICIPALITY UTRECHT	REGION EXCL. MUNICIPALITY
VISITORS	18,844,000	1,800,000
RIDERS AND ESCORTING STAFF	210,000	450,000
ASO	570,000	N/A
TOUR MAKERS	28,000	N/A
MEDIA	382,000	N/A
PROJECT ORGANISATION	2,993,000	N/A
TOTAL	23,027,000	2,250,000

The most determining factor in the calculation of the economic impact is the number of visitors and attendances. In the Chapter 2 of this report, it is argued that this number is estimated at 748,000 attendances by 370,000 individual visitors. It also indicates that this number should be seen rather as a lower limit than as upper limit because of the strict criteria of the WESP method. By the same token, it can be concluded that the calculated amount of 23 million euros for the municipality and of 25.2 million euros (municipality including the region) should be considered as lower limit rather than upper limit of the economic impact.

The calculated economic impact of the 2010 Tour start for the city of Rotterdam (De Hogeschool van Rotterdam & MeerWaarde, 2010) is not directly comparable to the economic impact of Le Grand Départ in Utrecht. Appendix 5 shows a partial comparison between the two, in which it can be concluded that the economic impact of Le Grand Départ in Utrecht seems greater than that of the Tour start in Rotterdam.

5.5 MEDIA VALUE LE GRAND DÉPART

Major sporting events like the Tour de France attract significant international media attention. The Sterk Werk Mediamonitoring agency has inventoried the media coverage of Le Grand Départ. The monitoring of local, regional and national print and online media news reporting was done from November 2014 to July 2015. In addition, research in news print articles was conducted from November 2013 to January 2015. Search terms were 'Utrecht' and 'Grand Départ Utrecht' and 'start Tour Utrecht'. Furthermore, a select number of news items on RTV (Radio/Television) were monitored around 26 March 2015 (Kick-off of 100 Tour Days) and during the period 1 to 5 July 2015. According to Sterk Werk Mediamonitoring (2015), the commercial value of the monitored media items during the relevant period amounts to over 33.6 million euros.¹⁹

The project organisation has largely met the objective in the project plan to create a 15 million euro media value before, during and after the Tour de France (Project organisation Utrecht 2015, 2014). The project plan also set as objective to receive mostly positive event

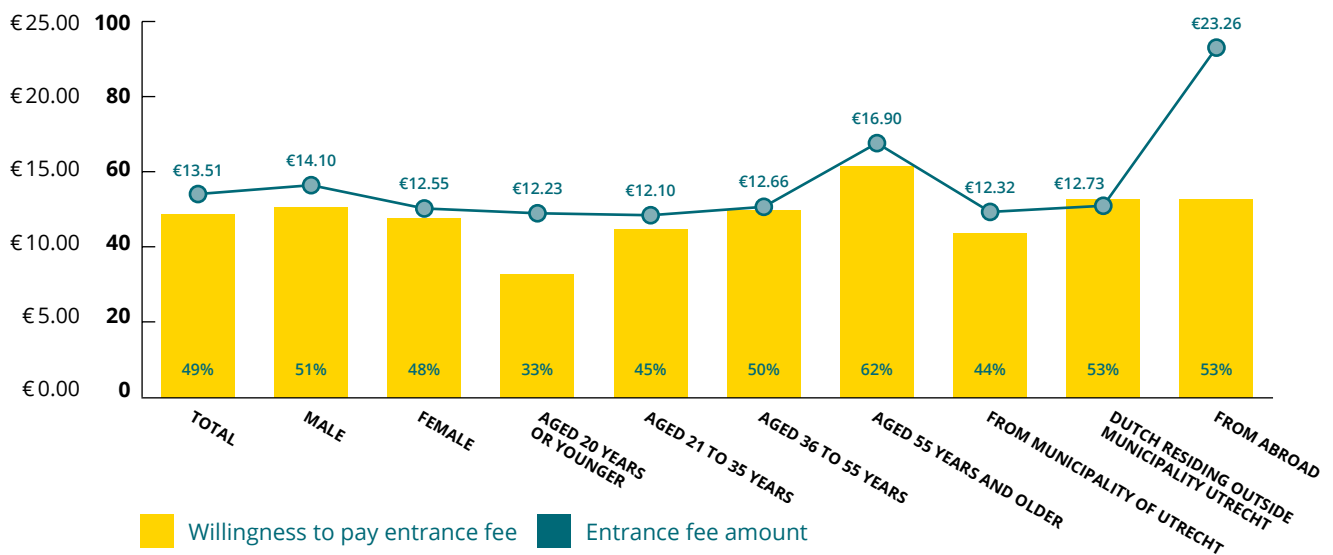
coverage (80%). Sterk Werk Mediamonitoring (and NBTC Holland Marketing) did not conduct this analysis for budgetary reasons. The start of the Tour in Utrecht has indeed generated much international media attention. A complete monitoring of all international media is simply not feasible; too costly and a nearly impossible task to map out every media coverage from around the world. Currently, there are no media monitoring systems that offer this 'global' service. The official organiser of the Tour de France, the ASO, also does not supply any international media monitoring. Anecdotal information nevertheless suggests that the (inter)national media were full of praise about Utrecht. The Washington Post headlined prior to the event: "Pedaling praise for little-hailed Utrecht" and the Dutch Daily Newspaper Algemeen Dagblad headlined "Grand Departure on 6 July" and reported on the start of the Tour as a celebration from the Dom Tower in Utrecht all the way to Neeltje Jans in Zeeland.

5.6 WILLINGNESS TO PAY ENTRANCE FEE FOR LE GRAND DÉPART

Attending a top sporting event free of charge can be seen as a special feature. To better understand what the 'value' is to visitors attending the start of the Tour, a hypothetical question was put to a representative sample of visitors: "To attend the start of the Tour de France is free of charge. Suppose this was not the case, how much would you be willing to pay for an entrance fee, per person per day (in euros)?"²⁰ Almost half of the visitors (49%) responded they would pay an entrance fee (see Figure 11). This proportion increases with the age of respondents (33% in the group aged 20 years or younger, rising to 62% among respondents aged over 55 years). For the group willing to pay an entrance fee, the calculated average amount is approximately € 13.50 euros (see Figure 11). Visitors from abroad indicated that they would be willing to pay more than € 23 euros. The 'monetary value' that links all visitors on the start of the Tour can then be determined by calculating the result from the following variables: number of visits *(790,000 visits), share that is willing to pay *(49%), and average entrance fee given by the latter group *(€ 13.51) = 5.23 million euros.

Figure 11

Willingness to pay entrance fee start of Tour in percentage and euros.



5.7 CONCLUSION

The total economic impact of Le Grand Départ on the municipality of Utrecht, measured according to WESP guidelines amounts to 23.027.000 million euros. This figure does not include the additional regional spending of 2.250.000 million euros, as stipulated in the WESP method. If we were to include these additional regional expenditures, the realized economic impact would have reached € 25.277.000 million euros. The conducted media analysis indicates a generated media value of over 33.6 million euros.

Visitors of Le Grand Départ from 2 to 5 July could attend all events free of charge. This represents a hypothetical value of € 5.230.000 million euros, had there been an entrance fee of €13.51 per visitor per day.

A comparison with the 2010 Tour start in Rotterdam is difficult to ascertain for several reasons. The calculation of the economic impact in Utrecht more strictly followed WESP guidelines. In addition, these guidelines have been strengthened since 2010. However on the basis of some similar components, it can be concluded that the economic impact of the start of the Tour in Utrecht is apparently greater than the economic impact of the Tour start in Rotterdam.

8 More information on the survey method can be found in Appendix 2.

9 For More information on Working Group on Evaluation of Sports Events (WESP), see www.evenementenevaluatie.nl.

10 For additional information on measuring the economic impact of sports events, see Hover et al. (2014).

11 It can be noted here that residents of the municipality of Utrecht might have travelled to an international top event like Le Grand Départ had it occurred elsewhere in the Netherlands. In that case, residents of Utrecht would be counted as additional visitors. However, these are not the principles of the WESP methodology, the commonly used method to show the economic impact of events. Thus, the proportion of additional Dutch (83%) is the absolute lower bound to be determined with certainty.

12 See Appendix 3 for a Table on day-to-day spending and expenditure on (overnight) accommodation.

13 See Appendix 4 for the factual basis for this calculation.

14 Private funding became available despite the withdrawal of the Rabobank from sponsoring the sport of cycling in 2012. Because of that withdrawal, private funding for Le Tour Utrecht was probably lowered by several million euros.

15 This concerns multinationals with headquarters in Utrecht. Based on information from the project management, this amount is considered as a source of income from outside the municipality of Utrecht. Source: Project organisation 'Utrecht2015', editorship: Mulier Institute.

16 This amount differs from the total project budget of € 15.2 million mentioned earlier in the report. Table 3 also includes the hospitality costs and revenues.

17 26,4% of inhabitants of the province reside in de municipality of Utrecht.

18 2,0% of inhabitants of the Netherlands reside in de municipality of Utrecht.

19 The basis for this methodology can be found in Appendix 6.

20 It is possible that respondents gave strategic answers like an excessively high amount (socially desirable) or a more conservative, lower amount (fearing that entrance to the Tour will cost money in the future).

CASE

Climb Time Trial

DATE **6 JUNE 2015**

THEME **SPORT**

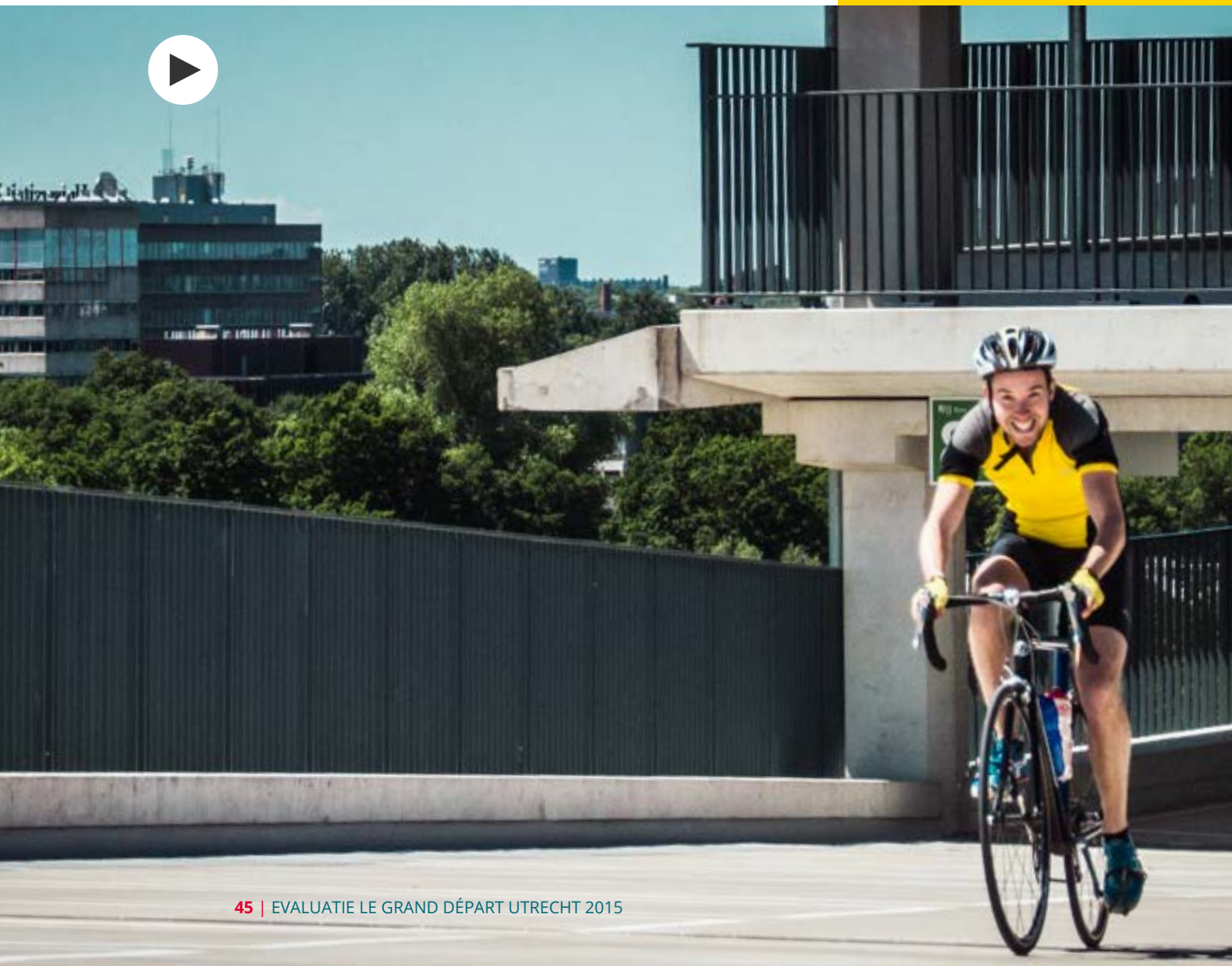
The unique location for the climb time trial, the parking garage De Uithof, provided an 800m route with a climb gradient of 6.5%. Shortly after the first tribute ceremony in the presence of city Mayor Jan van Zanen, the former pro rider and journalist Thijs Zonneveld raced a time trial of 1min 13 seconds. Many riders raced in vain for the best time trials. The student cycling club De Domrenner (Dom Rider) initiated and organised the event. The idea had been around for some time, but executing it was made possible by the support of Le Tour Utrecht. The club Domrenner is planning to pursue this successful event in the coming years.

SCAN
WITH
LAYAR
APP



‘What I notice is that cycling clubs are really working together more because this is the year of the Tour. That also creates new possibilities for the longer term.’

ORGANISER
CLIMB TIME TRIAL





CHAPTER 6

Research conclusions

The project organisation of Le Grand Départ aimed at achieving a number of objectives.

OBJECTIVES

- ✓ Set up a perfectly safe and well organised event.
- ✓ Make the most out of Utrecht and display creativity, organisational power, promotion of the city with an enhanced image (purpose: present Utrecht as the most hospitable city in the Netherlands, as a city of knowledge and culture in an economically strong region, as a healthy city involved in sports).
- ✓ Boost Utrecht as a cycling city.
- ✓ Promote a (doping-free) sport.
- ✓ Strengthen the relationship with the business community and link businesses to a long-term agenda for the city.
- ✓ Accomplish a concrete legacy through the relation between elite and grassroots sport among others, and as a catalyst for existing municipal programmes.

Virtually all objectives by the municipality of Utrecht in organising Le Grand Départ have been met. The start of the Tour was certainly a great success: a four-day celebration in the heart of the city of Utrecht. The same positive assessment applies to the initial start-up phase prior to the start of the Tour.

6.1 HIGHLY RATED EVENT

From 2 to 5 July 2015, there were 748,000 visits to the city related to the start of the Tour, of which 370,000 were individual visitors. This number is well within the margin that the

project organisation had estimated. Visitors appreciated the four days of the start of the Tour (2 to 5 July) with an average of 8.4 on a scale of 1 to 10. With this high rating, Le Grand Départ in Utrecht became one of the three most appreciated sporting events of the Netherlands, among a total of 47 sports events using the same measuring method. The positive atmosphere around the start of the Tour spread very quickly from day one, which enhanced visitors' appreciation.

Looking back, a vast majority of Utrecht residents were positive about Le Grand Départ and felt that the start of the Tour has contributed to the promotion of the city. A large majority also felt a sense of pride in their city for organising this major event.

6.2 SUCCESSFUL START-UP PROGRAMME

The decision of extending the Tour's start-up phase up to one hundred days before the race, from 26 March 2015, worked out quite well. It unfolded as a very successful initial programme with 250 activities taking place under the banner of 'Le Tour Utrecht'. These activities attracted over 138,000 participants and 570,000 visitors, numbers that far exceeded the initial target of the municipality (50,000 participants and 250,000 visitors).

On the whole, the initial start-up phase of Le Tour Utrecht was rated 8.2 on a scale of 1 to 10. This is also higher than the 7.5 target figure the municipality expected. Activities relating to the start of the Tour de France were generally clearly indicated as such and enhanced the image of Utrecht as a cycling city. This also contributed to emphasizing sports and exercise in Utrecht.

Tourism Utrecht planned a guerilla action and placed thousands of sunglasses in the old city centre.





in the botanic gardens of the Utrecht Science Park, Festival DeBeschaving was dominated by the Tour: "Le Grand Day of Art".

6.3 PROMOTION OF SPORT AND EXERCISE, KNOWLEDGE AND CULTURE

Le Grand Départ has given a boost to Utrecht's image as a cycling city. Through the programme 'Utrecht Cycles!', the city's neighbourhoods and schools put emphasis on the sport. Beautiful examples are of immigrant women who seized this opportunity to learn how to ride a bicycle and special education pupils who participated in numerous cycling activities at school. Utrecht-based cycling clubs have worked together for the foundation 'Round of the Maliebaan' in preparation for Le Grand Départ and organised various activities. According to cycling club representatives, the interest in cycling and cycle touring has increased dramatically in the city. Cycling clubs will continue to work collaboratively and are eager to follow up on joint activities.

Most respondents consider that the 'Utrecht 2015' programme has positively contributed to the image of Utrecht and promoted sport and exercise in the city. A majority of respondents agreed that because of the Tour, Utrecht is more likely to be viewed as a cycling city. Whether Le Grand Départ helped promote doping-free sports is unknown. The use of doping in cycling during Le Tour Utrecht has received only limited attention.

The activities surrounding Le Tour Utrecht were largely a product of private initiative, supported by efforts from 7,500 volunteers. Several cultural institutions were initially sceptical about participating in Le Grand Départ. In retrospect, these initially reluctant institutions found very active and most creative ways to connect with Le Grand Départ, with cross-fertilisation between culture, knowledge and sport.

Most stakeholders involved from the municipality, local companies, sports organisations, cultural and knowledge institutions positively assess the cooperation with Le Tour Utrecht. Some of these partnerships could potentially evolve into a sustainable cooperation. To achieve this organisational legacy, it is important that the knowledge gained is properly safeguarded and shared.

6.4 EVENT WITH SUBSTANTIAL ECONOMIC IMPACT

With strictly applied guidelines by the assessment group for sports events (WESP), Le Grand Départ has generated an economic impact of 23.027 million euros. This amount does not include the 2.25 million euros of additional expenditures in the region. Including the additional regional spending would increase the economic impact to 25.277 million euros.

The conducted media analysis shows that the generated media value exceeded 33 million euros. This is well above the 15 million euros that the municipality had anticipated.

A comparison with the economic impact of the 2010 Tour start in Rotterdam is difficult to make because the impact calculation strictly applied guidelines that have been strengthened over the past five years. However, based on some similar components, we can conclude that the economic impact of the start of the Tour in Utrecht is apparently greater than the start of the Tour in Rotterdam.

The long-term economic value (legacy) is yet to be determined. There is a conjecture about an increase in tourism in Utrecht after Le Grand Départ. However, the extent to which this surge of visitors is a national trend, and/or catching up on a historically disadvantaged number of tourists in Utrecht compared to other Dutch cities cannot yet be determined. Future research should ascertain whether the organisation of Le Grand Départ has stimulated an increase in the number of tourists.

That Le Grand Départ has led to 23 million euros in boosted consumer spending does not mean that the event was profitable for everyone. Some cafes, restaurants, snack bars and ice cream parlours have clearly benefited from the Tour start, while other operators like clothes shops and bookshops realized significantly less turnover than the usual (including NOS News, 2015). The extremely warm weather might have been a factor in disappointing sales among some businesses. While it is difficult to predict, the growing number of tourists as a result of the Tour in upcoming years could offer some compensation. Furthermore, establishing some kind of equalisation fund could prevent a skewed distribution of economic benefits in the future.

6.5 GRAND AND SAFELY ORGANISED FESTIVE EVENT

For the project organisation Le Tour Utrecht, the event as a whole was a true tour de force. With a relatively small budget, the small cluster of professionals and large group of volunteers managed to organise both the start-up phase and the Tour Days. This was achieved by forming numerous collaborative relationships with external organisations. Rather than coordinating activities top-down', the organisation encouraged and facilitated this by a 'bottom-up' strategy. The direct result is a spectacular achievement: an open, grand, and safe festive event organised for and by the people of Utrecht and many more from abroad.

The ambitious project objectives and strict budget limitations, combined with incorporating parts of the project in a separate foundation have been very successful, although not without some risk. The project organisation had often just one person assigned to crucial positions and was highly dependent on a limited number of managers and staff.

The first kilometres of the second stage went through the city of Utrecht.



CASE

Cycling Experience

DATEM **8 JUNE – 18 JUNE 2015**

THEME **SPORT**

The Cycling Experience Days at the Jaarbeurs convention centre was a side-event for elementary and junior secondary schoolchildren organised by Le Tour Utrecht in cooperation with Skateland, Jaarbeurs Utrecht, ROC Midden-Nederland colleges and Wiltraco. The event got children and youth acquainted with the world of bikes and cycling as healthy exercise through a wide range of activities. Some of the 45 activities offered applied different themes linked to cycling, such as health, music and technology. Participants could pedal a virtual hamburger off the road, fly a drone with brain signals and compose a song for the Tour. School trips to the Cycling Experience brought over 300 children and youth per day. These target groups particularly enjoyed the spectacular shows, participating in activities and the sheer diversity of the programme.

SCAN
WITH
LAYAR
APP



‘There is so much to do here, I like the fact that you can win, bike as a group, even ride a BMX track. Cycling with a virtual headset was really cool!’

PARTICIPANT





CHAPTER 7

Recommendations

The following recommendations identify success factors and also areas for improvement in the organisation of Le Grand Départ and the pursuit of legacy.

We make recommendations on two levels: the future organisation of international top events in Utrecht, and enhancing the legacy of major sporting events in the Netherlands.

7.1 FUTURE ORGANISATION OF TOP EVENTS IN UTRECHT

SEPARATION AWARENESS BETWEEN EXECUTIVE PROJECT ORGANISATION AND LOCAL GOVERNMENT

In the organisation of sporting events, it is not unusual for an executive project office to obtain a budget from the commissioning client with which the project should be realized without an administrative accountability process. For Le Grand Départ, the separation between the executive project organisation and the official commissioning authority ensured a clear 'client-contractor' relationship between the project organisation (contractor) and the municipality of Utrecht (commissioning client). The involvement of the municipality of Utrecht in implementing Le Grand Départ was essential given the character and scale of this international event taking place in the open public space. Close contacts between the project organisation and city officials from the Planning and Permits departments were of great importance for the successful organisation of the event. In organising future events, the recommendation is to give thought to what extent the municipality of Utrecht (and its employees) are willing and able to be involved in the implementation of the event. In specific projects like the start of the Tour de France, it may be valuable to not privatize the execution of the project. Events with less media impact and safety risks could justify the choice for privatized implementation.

It could be useful in the organisation of future events to include representatives of relevant Utrecht organisations in the project. Personnel from funders and stakeholders were often hired to staff the project Le Tour Utrecht. The commitment of these people was perceived with varying success. Stakeholders with a considerable interest and a high degree of influence on project results should be involved in the organisation of an event (Eden & Ackermann, 2013). This gives the organisation of a project a process orientation where the decision-making about its implementation is depoliticized (De Bruijn et al., 2002). Utrecht organisations can themselves estimate to what extent an event (the project) can fulfil their own organisational objectives. Thus the added value of a project can reach beyond the end date of an event. Involving local organisations in an event provides opportunities for better communication between the organisation implementing the project and its stakeholders. Direct alignment between the project organisation and the main stakeholders creates a more outward focus in the organisation.

ACHIEVE BETTER RAPPORT BETWEEN PROFESSIONALS AND VOLUNTEERS

The project organisation of Le Tour Utrecht had ambitious objectives, yet it worked with a limited budget. The core team of professionals distributed roles to volunteers, for which many were inexperienced. At certain key moments, the project would have certainly benefited from deploying more professionals to strategic functions. There was however insufficient budget for this, as indicated earlier in this report.

One recommendation in organising future international top events is to set a reserve budget aside for hiring experienced professionals if the situation requires. Allocation of this budget could for example be the responsibility of the official commissioning client. When major risks threaten the organisation of an event which can cause the loss of political vision, budget reserves would allow raising the professional power and warding off the risks.

An alternative solution would be for the Ministry of Health, Welfare and Sport (VWS) to set an emergency budget aside to use in

Big crowds on the assigned Tour squares, like the Dom Square, where the pack is going under the Dom Tower.



specific situations for those events admitted to the elite sports events calendar. However, this contradicts the current stance from the Ministry against any 'unforeseen costs' item in the budget allocation of sporting events. Using this evaluation of Le Grand Départ, the municipality of Utrecht could via the Association of Dutch Municipalities (VNG) put forward the formation of a budget reserve to the Ministry.

SHARPENING OF VISION IN VIEW OF NEW EVENTS

Organising the start of the Tour de France has contributed to international renown of the city of Utrecht and a sense of pride among its residents. However, the extent to which Le Tour Utrecht has played a part in a broader vision and related objectives of the municipality of Utrecht is unclear since in this regard, such a vision is still largely lacking in Utrecht.

The successful organisation of Le Grand Départ prompts a discussion on whether or not the City of Utrecht should organise a top event more often. The municipality of Utrecht has in any case made a quantum leap in the organising of international events. City officials and representatives of numerous other Utrecht organisations have gained considerable knowledge and expertise on organising a major event through the project Le Grand Départ.

Many Utrecht organisations indicated that they would like to use the knowledge gained to organise new events in Utrecht. At the same time, they recognised the need to develop a strong strategy and sharpened vision to further enhance the profile of the city and the added value of events. This poses the question as to what place is given to the organisation of major events and how it relates to the maintenance and strengthening of existing organisational infrastructures in the fields of culture, sports, knowledge and economy.

PURSUE CITY INVOLVEMENT

Many Utrecht organisations have been involved in the organisation of Le Grand Départ and the Utrecht2015 programme. It is important and advisable to pursue this involvement of city organisations and also their participation in developing a city vision and determining the added value of future events. It is also recom-

mended to involve Utrecht partnerships in the implementation of an event even more, so that the project organisation can more efficiently use these local partnerships and reduce any 'carbon leakage effect' in its expenditure.

In leading up to Le Grand Départ, an Assembly of representatives from various organisations gathered in regular sessions. The principle of an Assembly works well but it is advisable to examine the composition of its members. To pursue city (organisations) involvement in shaping the city vision, a proportional number of representatives from the different sectors – knowledge, culture, sports and economy – should attend Assembly sessions. Currently that is not the case. Utrecht marketing organisations could in this regard fulfil an advisory role to the Assembly.



7.2 ENHANCING THE LEGACY OF TOP EVENTS IN THE NETHERLANDS

BOTTOM-UP APPROACH ENSURES OWNERSHIP EXTERNAL TO PROJECT ORGANISATION

Le Tour Utrecht has made a good choice in taking a facilitating role in the start-up programme. For future events, it is advisable to consider a similar approach to create legacy. It is furthermore crucial for a project organisation to take on a substantive role in the initial phase by clearly outlining the programme and over time adopt a more facilitating role in communicating about the programme.

The role of a project organisation per event can differ. Creating legacy after a large public event like Le Grand Départ is on a different scale than after a World Cup Hockey which mainly takes place in a closed environment. The involvement of local organisations in a programme of side events therefore also varies per event.

FACILITATE COOPERATION BETWEEN LOCAL ORGANISATIONS

The cooperation between organisations in Utrecht is one of the reasons why Le Grand Départ has become a great success. It truly was a festive celebration 'by and for the city'. Nevertheless, many organisations have

indicated missing an overview of all organisations and wished they'd had the opportunity to find collaborating partners among a larger pool of Utrecht organisations. It is advisable to have insight into the content of an event's start-up phase (side events) at an early stage. If this fails, detailed and updated information about the start-up phase and all organisations involved in the event should be communicated.

LEGACY MANAGEMENT: KNOWLEDGE RETENTION

During the organisation of Le Tour Utrecht considerable knowledge was gained on stimulating and involving local organisations in a community-wide project. This knowledge must be retained nationwide through the network 'The Power of Sporting Events'. One suggestion in this regard would be for project staff from Le Tour Utrecht in the coming years to take on an advisory role in the legacy management of other major sporting events in the Netherlands. Ideally, Le Tour Utrecht staff should be consulted at a very early stage (at the time of writing the project plan) on the organisation process.

Children enjoy the cycling lessons during the neighborhood and schooling programme.



CASE

Cycling Weekend

DATE **13 AND 14 JUNE 2015**

THEME **SPORT**

With support from the VSU and Le Tour Utrecht, the foundation Round of the Maliebaan sprang back to life with the Utrecht Cycling Weekend (Utrechts Wielerweekend). Different cycle races took place throughout the weekend with various rider categories: amateur riders, non-licensed, juniors, masters (40 +), custom riders and fat tyre bike races for the little ones. The Cycling Weekend was a huge success thanks to its location close to the city centre and snug decor. The organisation hopes to find sufficient funding and sponsors to pursue its activities in the next year.

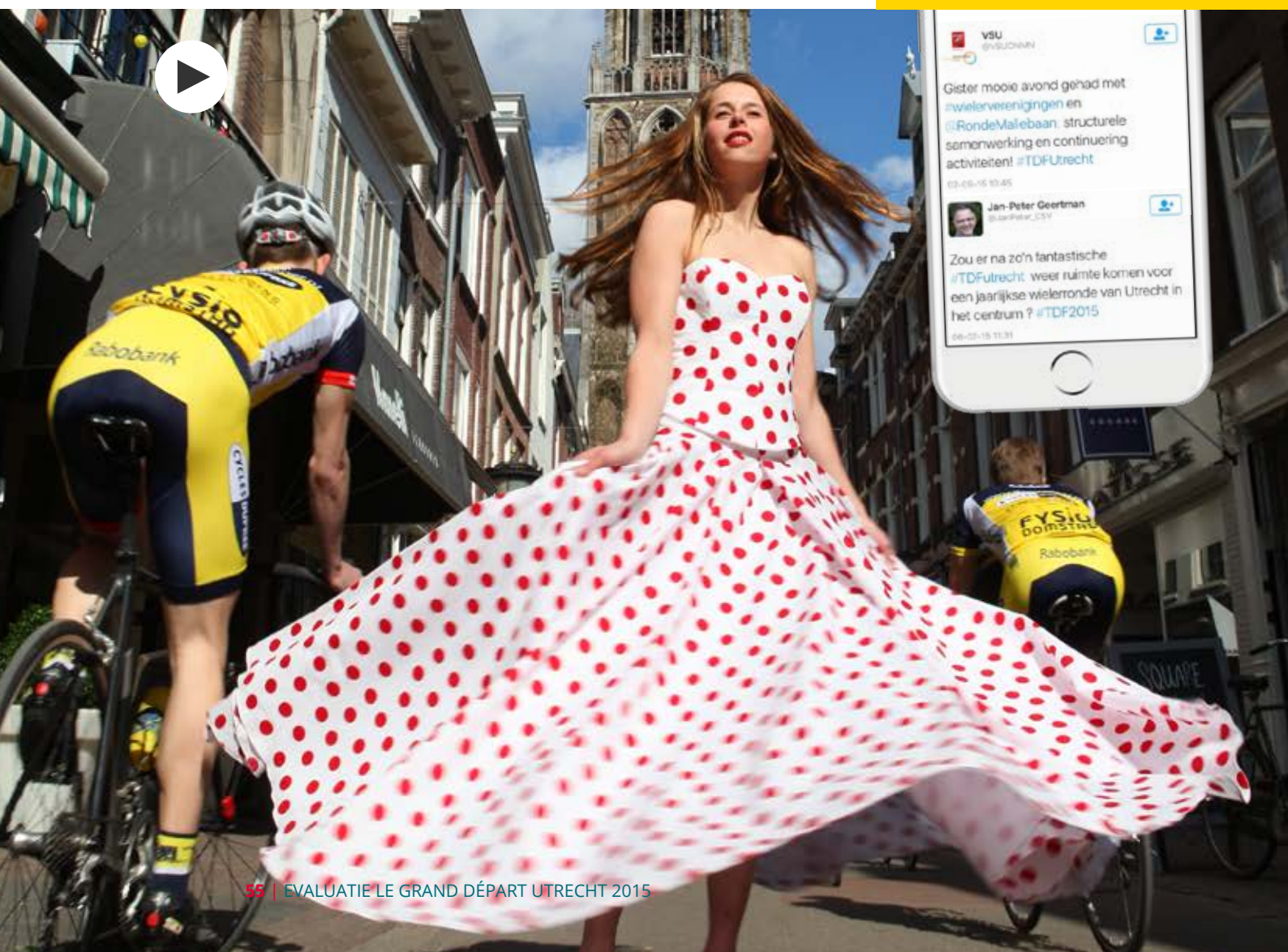
"We designed the programme to involve different target groups like youths for fat tyre races, athletes with disabilities, etc. The idea behind it is to repeat this event next year."

Organiser Cycling Weekend

'The Tour de France is great, but the leading up to it is ten times more fun than the Tour itself. What we are now doing, we do for the sport of cycling in Utrecht.'

ORGANISER
CYCLING WEEKEND

SCAN
WITH
LAYAR
APP



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CHAPTER 9

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Research organisational structure

The project organisation Le Tour Utrecht (located on the Korte Minrebroederstraat 2 in Utrecht) commissioned the research, represented by project Director Mr. Martijn van Hulsteijn, who also acted as contact person for the contractor of the research.

The Utrecht University School of Governance (USG) conducted the research as contractor. Research from the USG specializes in the social value (or effects) of sports (events) and examines factors that affect events' success or failure. As governance and organisational performance scholars, we do not only look at outcomes but also seek explanations and identify the lessons learned in the organising of sporting events, which can translate into policy.

In the investigation into the value of Le Grand Départ for Utrecht researchers USG collaborated with other research institutions and researchers:

- HU University of Applied Sciences Utrecht (Froukje Smits) to conduct the monograph study on the social value of Le Grand Départ.
- Mulier Institute (Paul Hover, Sven Bakker) to conduct the monograph study on the economic impact of Le Grand Départ.
- Hanze University of Applied Sciences, Groningen (Hans Slender) to conduct the monograph study on the social value of Le Grand Départ.

In addition, this study used the services of USG student assistants Emo Peters en Dominique Smeets.

An advisory committee gathered during predetermined sessions to discuss research progress. This advisory committee consisted of:

- Bob van Dijck, Head Economic Affairs, Municipality of Utrecht
- Ank Hendriks, City Marketing Coordinator, Municipality of Utrecht
- Niek Toussaint, Senior Policy Advisor Sport department, Municipality of Utrecht
- Martijn van Hulsteijn, Le Tour Utrecht (Chairman advisory committee)
- Frank van Eekeren, Senior researcher at Utrecht University School of Governance (USG)

Research method

EVALUATING THE LEGACY OF SPORTS EVENTS

In the study on the social costs and benefits of sporting events, a distinction is made between the impact, effects that trigger the event in the short term, and the legacy, the long-term legacy in which effects are perpetuated. Preuss (2007) identifies five types of legacies: (1) sporting legacy; (2) economic legacy; (3) infrastructural legacy; (4) urban legacy and (5) social legacy. Other types of legacies mentioned by other researchers are cultural legacy (Cashman et al., 2004) and tourist legacy (Terret, 2008). Depending on the type of sporting event and the way it is organised there can thus be very different social effects. Some effects are tangible (e.g. infrastructure), others intangible (social) and therefore difficult to measure. Of course, the effects of a sports event are not necessarily always positive. Events can also cause nuisance, can be more expensive than planned, or entail other negative effects. All these aspects are not always easy to plan, some aspects arise spontaneously. There is thus for many events a partially planned and partially unplanned legacy (Preuss, 2007).

Since a sporting event's societal impact may occur on different levels (e.g. sportive, economic, infrastructure, social), it is difficult to evaluate the social legacy in its entirety. Measuring legacy at different levels requires different research methods. Many studies have shown that the positive effects of mega sports events are not always obvious. According to Chalip (2006), the event should be regarded more as a platform used for the study of various social effects. The extents to which specific themes are activated (positive effects, adverse effects) ultimately determine the success of an event. Using the event for measuring social impact in this way is called leverage.

In addition to the objective of producing a successful event, the organisation of Le Grand Départ Utrecht also aimed to create organisa-

tional and socio-economic legacy. However, as in previous editions of Le Grand Départ (Bull & Lovell, 2007; Baldock, Maes & Buelens, 2011) measuring only the perceptions of visitors, residents and stakeholders is insufficient in evaluating organisational and socio-economic legacy. Also, measuring long-term effects are not possible until much later (sometimes years) to determine how permanent these are (Karadakis & Kaplanidou, 2012; Lord et al., 2013). A major drawback is the long wait for research results and the fact that observed effects are no longer demonstrable after the event.

In the evaluation of Le Grand Départ Utrecht is therefore chosen to evaluate short-term socio-economic effects (impact) through quantitative research. In addition, the social leverage (Schulenkorf & Edwards, 2012; Misener, 2015) and economic leverage (O'Brien, 2007; Pereira et al., 2015) were examined as part of the organisational legacy. This qualitative research investigates the organisational process and the extent to which this creates new links and long-term effects. Interviews with stakeholders, focus group sessions with and thematic groups, and observations during the start-up programme give insight into the way in which the event is used as leverage within the different (societal) levels and objectives.

The combining of quantitative methods (impact) with qualitative methods (legacy, leverage) in the evaluation of a sportive event offers a better understanding and explanation of its success and where to make improvements for future events.

MONOGRAPH STUDY ORGANISATIONAL VALUE

A meeting session took place six months before Le Grand Départ with focus groups from partner organisations and Utrecht city officials. The same group of people reconvened two months after Le Grand Départ as a focus group. Four

months after the end of Le Grand Départ, the volunteer coordinator was interviewed to determine the extent to which the Tour Makers (volunteers) have played a role in mobility and crowd management.

PRE-EVENT PHASE

- Three focus groups with a number of representative organisations (up to seven) per focus group, per project cluster;
 - Engineering, security and mobility
 - Marketing, communication and hospitality
 - Start-up programme
- Two focus groups with representatives from implementing organisations of the Utrecht2015 programme²¹
- 14 individual interviews with representatives of organisations mentioned above

Each focus group session (1.5 – 2 hours) and interview (0.5 – 1 hour) investigated people's perceptions and expectations about the following:

- the perceived collaboration between public/private partners and the municipality of Utrecht prior to Le Grand Départ of the Tour de France
- the perceived organisation of large-scale, international events in Utrecht
- expectations regarding the implementation

POST-EVENT PHASE

- Three focus groups with a number of representative organisations (up to seven) per focus group, per project cluster;
 - Engineering, security and mobility
 - Marketing, communication and hospitality
 - Start-up programme
- Two focus groups with representatives from implementing organisations of the Utrecht2015 programme²²
- 7 individual interviews with representatives of organisations mentioned above

- Interview with the volunteer coordinator to determine the extent to which the Tour Makers (volunteers) have played a role in mobility and crowd management.

Each focus group session (1.5 – 2 hours) and interview (0.5 – 1 hour) investigated people's perceptions and expectations about the following:

- the perceived collaboration between public/private partners and the municipality of Utrecht after Le Grand Départ du Tour de France
- the perceived organisation of large-scale, international events in Utrecht
- expectations as to the outcome and legacy of the event

MONOGRAPH STUDY SOCIAL VALUE

Surveys and interviews were conducted among participants and visitors during fourteen activities of the Utrecht2015 programme. In all there were 653 surveys completed (see Table 6). The surveys contain questions related to personal background, experience of Le Tour Utrecht activities, appreciation of Utrecht2015 activities and of Le Grand Départ for the city of Utrecht. The data have been incorporated into SPSS. In addition to the surveys, 90 interviews were conducted among participants, visitors and a number of accompanying supervisors such as teachers, professionals from neighbourhood institutions. The interviews give an in-depth insight into experiences and assessments of participants and visitors.

Table 6

Surveys and interviews Utrecht2015 programme participants and visitors.

UTRECHT2015 ACTIVITY	DATE	NUMBER OF SURVEYS	NUMBER OF INTERVIEWS	ASSESSMENT SCORE PER ACTIVITY ²³
VJ ON TOUR EXHIBITION	26-3-2015	21	-	7.3
DISTRICT PROGRAMME	26-3 UNTILL 14-6 2015	62	29	8.3
SCHOOL PROGRAMME	26-3 UNTILL 15-4 2015	200	25	8.4
MUSEUM EXHIBITIONS	26-3 UNTILL 3-7 2015	7	-	8.3
PARACYCLING WEEKEND	30-5 UNTILL 31-5 2015	30	-	7.9
CLIMB TIME TRIAL	6-6-2015	21	-	8.4
CYCLING WEEKEND	13-6 UNTILL 14-6 2015	73	7	8.0
CYCLING EXPERIENCE	8-6 UNTILL 18-6 2015	105	18	7.9
LA BATAILLE	20-6-2015	22	-	8.2
THE BATTLE	21-6-2015	21	-	7.4
TOUR TRIAL ROUTE	28-6-2015	45	6	7.9
CYCLING & SOCIETY	30-6-2015	9	-	7.4
LA CARAVANE	3-7-2015	18	3	8.0
TOURNEE DE LA MUSIQUE	3-7-2015	19	2	8.2
TOTAAL		653	90	

PERSONAL BACKGROUND INFORMATION PARTICIPANTS AND VISITORS

The estimated number of participants and visitors to the 250 Utrecht2015 activities in the start-up programme is 125,000 participants and 570,000 visitors. Table 6 gives an overview of the socio-demographic characteristics of the 653 participants and visitors who completed the survey. The data show that of all respondents (half were male and half female), more men

(57%) than women (43%) were interviewed and more girls (59%) have completed a survey than boys (41%). The distribution regarding age was equal; of all respondents, 49% were aged 8–18 years while 51% were aged 19–79 years. Of those surveyed youths, 57% were in primary school and most adults had earned an MBO/HBO/university degree.

Table 7

Social demographic characteristics Utrecht2015-program participants and visitors.

		YOUTH		ADULTS		TOTAL	
		NUMBER ENQUÊTES	%	NUMBER ENQUÊTES	%	NUMBER ENQUÊTES	%
GENDER	MALE	131	41	189	57	321	49
	FEMALE	191	59	142	43	332	51
AGE	8-18	322	49	-	0	322	49
	19-79	-	0	331	51	331	51
EDUCATION*	ELEMENTARY SCHOOL	183	57	16	5	199	30
	LBO/VMBO	57	18	30	9	87	14
	HAVO/VWO/HBS	39	12	34	10	73	11
	MBO/ HBO/ WO	43	13	251	76	294	45

*LBO/VMBO: Junior vocational secondary education/ Pre-vocational secondary education

HAVO/VWO/HBS: Senior general secondary education/ Pre-university secondary education/ Higher Civic School

MBO/HBO/WO: Secondary vocational education/Higher vocational education/ Higher education (University)

A vast majority of respondents (56%) indicated attending activities of the start-up programme via school, company or institution, while 19% indicated attending an activity of Le Tour Utrecht with family, and 10% of those surveyed attended with friends/acquaintances.

CASE STUDIES

In addition to questionnaires, nine of the fourteen activities from the Utrecht2015 programme mentioned above provided case studies. The purpose of case studies is to better understand how activities were organised and identify success factors and areas needing improvement. The multiple case study methodology by Yin (2014) was used, where each case is similarly implemented and analysed, and outcome results of the different cases compared with each other.

Case studies consisted of short interviews with participants, volunteers and organisers of a given activity (n = 27). In addition, observations were collected during the activity (n = 9), as well as photo/ video material for post activity analysis purposes. Results of the case studies have been incorporated into the framework about different activities of the start-up programme in this report. The identified success factors and areas needing improvement are included in the conclusions and recommendations of this report.

QUESTIONNAIRE IMPLEMENTING ORGANISATIONS START-UP PROGRAMME

After the event, a short questionnaire designed to measure the overall size of the start-up programme was sent to representatives of the 250 activities. They were asked how many participants/visitors drew their activity, which parties were involved, how many volunteers have contributed and how much time this took. Based on the response (n = 82), the size of the entire programme could be estimated. Missing data were extrapolated by using averages from the various categories of activities (small, medium, large). For the larger activities, additional information was gathered to obtain a reliable estimate.

MONOGRAPH STUDY ECONOMIC IMPACT

- Data collection period: 2 through 5 July 2015.
- Locations data collection: interviewers are

spread over three areas

- Sampling: 21 pollsters have approached random passers-by
- Response: different per day, excellent on 2 July (estimated 95%), significantly less on 3 July (estimated 40%) and good on 4 and 5 July (estimated 90%).

During four days, a group of students under the supervision of the Mulier Institute conducted opinion surveys among visitors of Le Grand Départ. Briefing sessions on the purpose and design of the research were held for all pollsters in cooperation with Utrecht University and Fontys University of Applied Sciences in Tilburg. Pollsters also received this information by email. The surveys were conducted as individual interviews during the start of the Tour, and the answers were processed during the survey with an app installed on the interviewer's smartphone or tablet. There were 791 successfully completed surveys. Additional information about the research on visitors is available at the Mulier Institute.

In addition to data collection supervised by the Mulier Institute, data from reports by third parties were also used regarding the media value and the Tour start experience among Utrecht residents.

The extent of an event's economic impact depends on the geographical area of the investigation. In this research, the geographical area is delimited by city boundaries of the municipality of Utrecht. In addition to the economic impact for the city of Utrecht, the study also calculated to what extent additional visitors, riders and escorting staff have spent on overnight accommodation in the Utrecht region (excluding the municipality of Utrecht).²⁴

OVERVIEW RESEARCH METHOD ATTENDANCES PER DAY

To reach an objective number of attendances to the start of the Tour the following data and methods were used:

- Observations by researchers;
- Visual material (photos and video clips) by amateurs, professional news media, press photography, and by researchers

- Estimates pollsters about number of attendances in different areas
- Google Maps and the websites kilometerafstanden.nl en afstandmeten.nl

The method for estimating the number of attendances varies by day:

DAY 1: 2 JULY (TEAM PRESENTATION)

1. Determine surface of park Lepenburg in square meters and estimate length of the paths and grass sections along the canal up to the entry moment by Tour riders at the Railway Museum using Kilometerafstand.nl (2015) and afstandmeten.nl (2015).
2. Based on images (photos, video footage) determine the occupied surface in number of square meters (m²), estimate the queues and density of visitors of Tour route along the canal

DAY 2: 3 JULY (CARAVANE D'UTRECHT: PUBLICITY CARAVAN)

1. Determine length (in km) of the Caravane route between Wilhelmina Park and Vredenburg Square using Google Maps (2015), determine the areas in m² of: Wilhelmina Park, Vredenburg Square, the Neude, Janskerkhof, Ledig Erf, and joining areas by using Kilometerafstanden.nl (2015) and afstandmeten.nl (2015).
2. On the basis of visual material, determine density and queues of visitors along the route of the publicity caravan La Caravane d'Utrecht. Based on visual material, determine the number of m² of occupied surface in Wilhelmina Park, Vredenburg Square during La Caravane, and the Neude, Janskerkhof, Utrecht Dom Square and Ledig Erf during the Tour de La Musique.

DAY 3: 4 JULY (STAGE 1 LE TOUR DE FRANCE)

1. Determine length (in km) of Tour route during time trials where visitors stood using Google Maps (2015) and afstandmeten.nl (2015).
2. On the basis of visual material, determine amount and density of visitor queues along the Tour route. Determine the density and occupied number of m² at the Neude,

Janskerkhof, Dom Square and Ledig Erf during the Tour de La Musique on the basis of findings from day 2.

DAY 4: 5 JULY (STAGE 2 LE TOUR DE FRANCE)

1. Determine the length (in km) of the Tour route to the point where the route leaves Utrecht under the viaduct of the A12 using Google Maps (2015) and afstandmeten.nl (2015).
2. On the basis of visual material, determine amount and density of visitor queues along the Tour route.

On the basis of visual material, the amount of queues and density of visitors could be determined. This is a proven method which has been used before at cycling events (see also MeerWaarde & NHTV, 2009, p. 35). The queues in this study refer to the number of people behind each other along a specific route. To calculate the number of visitors, queue density is also important: the number of people per linear meter standing next to each along the Tour route. This added to the length of the route (with visitors on either side) allows us to estimate the number of visits. In the case of public spaces like city squares, it is calculated by the number of persons per square meter.

21 While conducting the research, organisers of the activity programme Utrecht2015 were interviewed in focus groups sessions rather than during an activity, which proved much more efficient. These focus groups sessions were conducted by USG researchers and serve as input for the social value analysis of Le Grand Départ.

22 While conducting the research, organisers of the activity programme Utrecht2015 were interviewed in focus groups sessions rather than during an activity, which proved much more efficient. These focus groups sessions were conducted by USG researchers and serve as input for the social value analysis of Le Grand Départ.

23 These figures are indicative. The representativeness of the sample cannot be determined due to the low number of respondents in some activities, and the lack of overview of the total number of participants.

24 The Utrecht region concerns the municipalities of Bunnik, De Bilt, De Ronde Venen, Houten, IJsselstein, Nieuwegein, Stichtse Vecht, Utrecht, Vianen, Woerden and Zeist.

APPENDIX 3

Day and accommodation expenditures: visitors

Table 8

Economic impact from visitors on start of the Tour, in euros.

KEY FIGURES	
NUMBER VISITOR ATTENDANCES	748,000
AVERAGE NUMBER OF VISITS START OF THE TOUR	2.02
NUMBER VISITORS	370,000
NUMBER ADDITIONAL DUTCH VISITORS	165,834
NUMBER ADDITIONAL VISITORS FROM ABROAD	23,384
AVERAGE LENGTH OF STAY ADDITIONAL DUTCH VISITORS, EXCLUDING CITY OF UTRECHT (IN DAYS)	1.6
AVERAGE LENGTH OF STAY ADDITIONAL VISITORS FROM ABROAD (IN DAYS)	2.2
AVERAGE EXPENSES ADDITIONAL DUTCH VISITORS, EXCLUDING CITY OF UTRECHT IN EUROS (€) PER DAY	22.50
AVERAGE EXPENSES PER ADDITIONAL VISITOR FROM ABROAD IN EUROS (€) PER DAY	43.00
PORTION OVERNIGHTERS AMONG ADDITIONAL DUTCH VISITORS, EXCLUDING CITY OF UTRECHT IN %	24%
PORTION OVERNIGHTERS AMONG ADDITIONAL VISITORS FROM ABROAD IN %	81%
AVERAGE DURATION OVERNIGHT STAY ADDITIONAL DUTCH VISITORS, EXCLUDING CITY OF UTRECHT (NUMBER OF NIGHTS)	2.1
AVERAGE DURATION OVERNIGHT STAY ADDITIONAL VISITORS FROM ABROAD (NUMBER OF NIGHTS)	2.9
AVERAGE EXPENSES ON ACCOMMODATION PER ADDITIONAL DUTCH VISITOR EXCLUDING CITY OF UTRECHT IN EUROS(€)	38.10
AVERAGE EXPENSES ON ACCOMMODATION PER ADDITIONAL VISITOR FROM ABROAD IN EUROS (€)	69.20
ECONOMIC IMPACT FROM DAY EXPENDITURES IN EUROS (€)	
MUNICIPALITY OF UTRECHT	10,466,000
UTRECHT REGION, EXCLUDING MUNICIPALITY OF UTRECHT	N/A
TOTAL	10,466,000
ECONOMIC IMPACT FROM ACCOMMODATION EXPENSES IN EUROS (€)	
MUNICIPALITY OF UTRECHT	8,378,000
UTRECHT REGION, EXCLUDING MUNICIPALITY OF UTRECHT	1,798,000
TOTAL	10,176,000
TOTAL ADDITIONAL SPENDING IN EUROS (€) VISITORS IN THE MUNICIPALITY OF UTRECHT	18,844,000

APPENDIX 4

Underpinning economic impact other target groups

RIDERS AND ESCORTING STAFF

The start list comprised of 22 teams making a peloton of 198 riders, among which 20 riders were Dutch. Each team brought in ten to fifteen escorting staff, including team managers, drivers, trainers and mechanics. Across all teams, a total of 300 accompanying staff (ASO, 2015) was present. It is assumed that all riders and their escorting staff were additional visitors. In other words, without this event, these persons would not have visited the city of Utrecht. According to the project organisation, the average length of stay per team was five days (and five nights). Seven of the 22 teams, including Team Lotto Jumbo (with Robert Gesink) and Team Giant-Alpecin (with Tom Dumoulin), stayed in one of the two Utrecht hotels (Carlton President Hotel and Hotel Mitland). The other 15 teams stayed in hotels outside the municipality of Utrecht, including Hotel de Biltse Hoeke (De Bilt) and the Amrath Hotel in Maarsbergen (AD, 2015a).

Studies have shown that a professional cycling team during a tour race spends 6.000 euros per day (i.a. Rotterdam University of Applied Sciences & MeerWaarde, 2010). By counting this

figure as starting point with the numbers from the previous paragraph, additional spending by cycling teams in the city of Utrecht reaches 210,000 euros and up to 450,000 euros in the Utrecht region. The teams' accommodation costs are paid by the ASO but are included under this heading (not under ASO).

ASO AND PARTNERS

The delegation of the French ASO had a total of 475 people in Utrecht. This involved 100 ASO employees, 300 contractors / partners, fifteen physicians and 60 police and security officers (ASO, 2015 & stated by project organisation). Like the riders teams, people from the ASO delegation are considered additional visitors. The length of stay (days) and the number of nights are estimated at six. The assumption is that all people stayed overnight in the city of Utrecht, and the price for accommodation per person per night was 175 euros (stated by project organisation). All in all, the presence of the ASO and partners created an economic impact of 570,000 euros for the city of Utrecht.

Table 9
Economic impact riders and escorting staff, in euros.

NUMBER OF TEAMS	22
NUMBER OF RIDERS	198
NUMBER OF ESCORTING STAFF	300
PORTION ADDITIONAL	100%
AVERAGE LENGTH OF STAY IN DAYS	5
AVERAGE SPENDING PER DAY PER TEAM (€)	6,000
NUMBER OF TEAMS STAYING WITHIN MUNICIPALITY OF UTRECHT	7
NUMBER OF TEAMS STAYING IN UTRECHT REGION	15
ECONOMIC IMPACT MUNICIPALITY OF UTRECHT	210,000
ECONOMIC IMPACT UTRECHT REGION, EXCLUDING MUNICIPALITY OF UTRECHT	450,000

Table 10

Economic impact ASO and others, in euros.

NUMBER OF PERSONS	475
PORTION ADDITIONAL	100%
AVERAGE LENGTH OF STAY IN DAYS	6
AVERAGE DAILY EXPENSES PER PERSON IN EUROS (€)	25
PORTION OVERNIGHTERS	100%
AVERAGE PRICE ACCOMMODATION PER NIGHT PER PERSON IN EUROS (€)	175
ECONOMIC MUNICIPALITY OF UTRECHT	570,000

TOUR MAKERS (VOLUNTEERS)

The start of the Tour de France in Utrecht would not have been possible without the help of volunteers, or so-called Tour Makers. There were 1,301 Tour Makers, of which 39% were residents of Utrecht. The assumption is that the Tour makers who do not live in the city of Utrecht are considered as 'additional'. The average length of stay was 2.4 days (Tour Makers were particularly active during weekends) and the average day expenditure was €12.30 euros per person. Over half of the Tour Makers who stayed overnight spent on average five euros per person per night. This amount is relatively low because practically all Tour Makers stayed with friends, family or acquaintances and a few stayed at a campsite. Tour Makers realized an economic impact for the city of Utrecht of 28.000 euros.

THE MEDIA

The organisation of Le Grand Départ goes hand in hand with international media attention and the influx of press representatives, Dutch and international journalists and photographers. Over 2,000 accredited print and electronic media professionals were present in Utrecht to cover this top event (ASO, 2015). Our research indicated that the average length of stay per person averaged 2.1 days and the day expenditure € 25 euros. For over four out of ten press representatives, expenditure on accommodation was €150 euros per person per night. This results in an economic impact of €382.000 euros for the municipality of Utrecht, assuming that all expenditures were made in the municipality.

Table 11

Economic impact Tour Makers, in euros.

NUMBER OF TOUR MAKERS (VOLUNTEERS)	1,301
PORTION ADDITIONAL	61%
AVERAGE LENGTH OF STAY IN DAYS	2,4
AVERAGE DAILY EXPENSES PER PERSON IN EUROS (€)	12.30
PORTION OVERNIGHTERS	50%
AVERAGE PRICE PER NIGHT PER PERSON (€)	5.00
ECONOMIC IMPACT	28,000

Table 12

Economic impact media, in euros.

NUMBER MEDIA PROFESSIONALS	2,000
PORTION ADDITIONAL	100%
AVERAGE LENGTH OF STAY IN DAYS	2.1
AVERAGE DAILY EXPENSES PER PERSON IN EUROS (€)	25
PORTION OVERNIGHTERS	44%
AVERAGE PRICE ACCOMMODATION PER NIGHT PER PERSON (€)	150
ECONOMIC IMPACT	382,000

Economic impact comparison start Tour: Utrecht versus Rotterdam

The calculated economic impact of the start of the Tour de France for the city of Rotterdam (Rotterdam University of Applied Sciences & MeerWaarde, 2010) is not directly comparable to the economic impact of Le Grand Départ in Utrecht. There are four reasons why direct comparison is unattainable. Two reasons are of methodological nature: first, the WESP guidelines for measuring the economic impact of the Tour have been strengthened since 2010 and second; these guidelines were applied more strictly in Utrecht than in Rotterdam. The third reason regards intrinsic differences between the two cities and the fourth concerns variances in Tour routes during Tour days.

With regard to the first reason, current WESP guidelines require that expenditures by the event's organiser take the origin of revenues into account. These guidelines did not exist five years ago, and therefore were not applied in Rotterdam.

The second reason refers to the expenditure of the local government, which was not captured in accordance with WESP guidelines in calculating the economic impact of start of the Tour in Utrecht. In Rotterdam, public spending was included in the calculation of the total economic impact of the 2010 Tour start and researchers reported a public expenditure of 15 million euros from a total economic impact of 33.3 million euros. This impact was not calculated according to current WESP guidelines. In addition, visitors from Rotterdam were counted as additional visitors, while visitors from Utrecht (again, according WESP guidelines) were not. Finally, the economic impact measurement of the 2010 start of the Tour in Rotterdam did not clearly distinguish between expenses for overnight stays by cycling teams within the municipality and those in neighbouring municipalities. With regard to the start of the Tour in Utrecht, the economic impact calculation separated expenditures in the city of Utrecht from those in the Utrecht region.

The third reason is that the municipality of Rotterdam has a different (touristic and recreational) city profile than Utrecht. Rotterdam's population is twice the size of Utrecht, and the number of overnight stays in hotels and other accommodation facilities is annually almost three times as high. The higher accommodation capacity within the municipality boundaries of Rotterdam, visitors can also spend more on overnight stays in Rotterdam than in Utrecht. This could constitute an argument for counting the additional spending in the region from overnight stays in nearby hotels, but that is not in accordance with the WESP guidelines.

As fourth reason, it may be noted that the start of the 2010 Tour in Rotterdam was a very different event from Le Grand Départ in Utrecht. The length of the prologue time trial and the first stage within the municipality borders differed greatly between the two events. Also, the 'recreational tour' in Rotterdam was included in the calculation of the economic impact, but omitted in Utrecht at the request of the commissioning client of the project.

In view of the above considerations, a comparison between both cities of the economic impact from the start of the Tour de France is virtually impossible. At most, some components can be observed side by side. For example, the additional spending of visitors, riders and escorting staff, ASO and partners, volunteers (Tour Makers in Utrecht) and the press. The expenses of the organisation (in Rotterdam, entirely funded by public funds and in Utrecht only partially) should be completely disregarded. Furthermore, the fee paid to the ASO (Utrecht: 4 million euros, Rotterdam: 2.5 million euros), should not be included in the calculation of the economic impact.

Table 13

Economic impact for Utrecht and for Rotterdam, excluding organisation and municipality costs, in euros.²⁵

	UTRECHT	ROTTERDAM
VISITORS	20,642,000	18,061,402
RIDERS AND ESCORTING STAFF	660,000	792,000
ASO AND PARTNERS.	570,000	1,100,000
TOUR MAKERS	28,000	N/A
PRESS AND MEDIA	382,000	884,000
TOTAL	22,282,000	20,837,402

²⁵ In order to make a comparison, expenditures in the Utrecht region and the region of Rotterdam were omitted in the calculation.

APPENDIX 6

Media Value

The following overview of the total media value is taken from the final report of the city of Utrecht. The figures are based on research results by Sterk Werk MediaMonitoring.

Overview media value 1 January to 31 July 2015.

PERIOD: 1 JANUARY 2015 – 31 JULY 2015	
TOTAL NUMBER OF NEWS ITEMS	8291
NUMBER OF PRINT NEWS ITEMS	2296
NUMBER OF ONLINE NEWS ITEMS	5953
MEASURED RADIO & TELEVISION (RTV) NEWS ITEMS	42
TOTAL ADVERTISING VALUE	€23,600,194
ADVERTISING VALUE PRINT MEDIA	€18,230,783
ADVERTISING VALUE ONLINE MEDIA	€4,538,331
ADVERTISING VALUE MEASURED	€831,080
RADIO & TELEVISION (RTV) NEWS ITEMS	
EDITIONS (PRINT)	233,103,627
NUMBER OF VISITORS (ONLINE)	211,070,510

42 MEASURED RADIO & TELEVISION (RTV) NEWS ITEMS: ADVERTISING VALUE OVER 800.000 THOUSAND EUROS

Because of budgetary reasons, it was decided to measure only a select few Radio & Television (RTV) news items. The continuous monitoring of RTV items involves manual retrieval per second and is thus simply too costly. Radio and Television items were measured during two specific periods; around 26 March 2015, kick-off of the 100 Tour Days period, and the Grand Départ period, from 1 to 5 July 2015. The RTV news items are derived from among others; NOS Journaal, NOS Jeugdjournaal, RTL Nieuws, EenVandaag, Hart van Nederland and Vandaag de Dag. Outside these periods, some larger news items in Nieuwsuur and RTL Late Night were also measured since entire segments revolved around the Grand Départ in Utrecht. Measuring a number of news items from these national TV programmes gives a small indication of the (TV) media value associated with this event. The 42 RTV news items that were measured represent

a total of € 831.080 euros in advertising value. Of course, this is only a small percentage of the radio and television coverage of the start of the Tour in Utrecht and related activities. For example, the broadcasts from the regional television channel RTV Utrecht covered the start of the Tour and many side-events almost nonstop, not only during the last days before the race, but for several weeks leading up to the event. However, as previously mentioned, the advertising value of such coverage was not calculated due to the high costs involved.

RESEARCH PRINT NEWS CLIPPINGS NOVEMBER 2013 TO DECEMBER 2014: NEARLY € 9.6 MILLION EUROS ADVERTISING VALUE.

The agency Sterk Werk Mediamonitoring has also researched print news articles published during the period prior to the Tour from November 2013 (date of announcement of Le Grand Départ in Utrecht) until the end of December 2014, to assess media attention before 2015. It was technically impossible to do the same for online media over this entire period thus the research only concerned the months of November and December 2014. The research of online news items for that two-month period was included in the calculation described in the next paragraph. In the period from November 2013 to end December 2014, there were a total of 1,443 print news articles that matched the specified search terms. These articles represented an advertising value of € 9.545.076.79.

To summarise, the news reports (online and printed) analysed during the period November 2014 – end July 2015 with the monitoring agency's MonAlyse tool, represents a total advertising value of € 24.072.821 million euros. The start of the Tour in Utrecht was mentioned in 8,724 publications with a total range of 455,936,661. If we add here the advertising value of € 9.545.076.79 from the analysis of the prior period, the total measured advertising value is € 33.617.897.79.



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