

AMSTERDAM **2016**

 **EUROPEAN ATHLETICS
CHAMPIONSHIPS**



AMSTERDAM 2016 EUROPEAN ATHLETICS CHAMPIONSHIPS

ORGANISATION AND IMPACT

KEY FINDINGS



AMSTERDAM
2016



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Foreword

It is my pleasure to hereby offer you a summary of the main investigations conducted around the time of the European Athletics Championships, which took place in Amsterdam, the Netherlands, from 6 to 10 July 2016.

This publication will give you useful insight into the results achieved through this international sporting event. The European Championships were a success - not only in terms of athletics, sportsmanship and organisation, but also from a financial point of view: the event was realised well within the budget and with a wonderful balance between receipts from the private and public sector. It also adds to the pleasant experience when such an event makes for a clear legacy for the (athletics) sports itself. After all, after a number of structural modifications the iconic Olympic Stadium will again be able to stand the test of time for some years to come and the Museum Square was temporarily redubbed as the Holy Ground of Athletics and this project will undoubtedly see some follow-ups. Last but certainly not least, athletics have taken significant steps in their development!

The success of the 2016 European Athletics Championships would have been impossible without the support and trust of our contract partners: European Athletics, the municipality of Amsterdam, and the Royal Dutch Athletics Federation. It could not have been done without our stakeholders and business partners who joined forces with the athletes, staff and volunteers in order to more than fulfil the ambition of 'Athletics like never before'.

I thank everyone who helped make it a fantastic event! I would also like to bestow my thanks on Paul Hover at the Mulier Institute who has drafted this summary commissioned by the Local Organising Committee of the 2016 European Athletics Championship.

Age Fluitman

President, Local Organising Committee (LOC)





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Key findings

AMSTERDAM 2016 EUROPEAN ATHLETICS CHAMPIONSHIPS

46 

athletics events

5
DAYS 

Compact programme

2 

locations

INNOVATIONS 'ATHLETICS LIKE NEVER BEFORE'



- Compact programme with Event Presentation
- Qualifications for javelin and discus in the Museum Square
- 1st European Championships for the half marathon with a recreational run through Amsterdam City Centre
- Integration of the International Para-Athletics Challenge

ORGANISATION



- Sound partnership between organisation, Dutch Athletics Federation and city council
- Positive financial result



1,692

volunteers



1,480

competitors
(greatest European
Championship to date)

990

supervisors



56

Dutch athletes

51

nationalities

DUTCH ACHIEVEMENTS



SILVER



GOLD



BRONZE

5th place in the medal count

INTEREST



603,000

views of
Amsterdam2016
on YouTube

18,000,000

visits to the European
Athletics website

142,000,000

TV viewers

12,300,000

views on the
Amsterdam2016
Facebook page

126,000

sold tickets

SPECTATOR EXPERIENCES

86%
had fun



78%
looked forward
to the
championships

75%
considered the
championships
promotive for
Amsterdam

65%
are proud of
Amsterdam

19%
were inspired to
take up sports
more often

SPECTATORS

59%
male

24%
from abroad

78%
were/are
athletes
themselves

8.2
average mark
(scale 1-10)

ECONOMIC IMPACT



7.8
million

from the
municipality of
Amsterdam

1.6
million

from the
municipality of
Haarlemmermeer

SOCIAL IMPACT



8+1

side event
programmes

56,700

Amsterdam
children
introduced to
athletics

21,000

children reached
through 'Athletics
Movements' in
the rest of the
Netherlands

10,000

children reached
through Athletics
School Camps

150

acquired club
ambassadors

12,300

competitors in
the Brooks 10K
Champions Run

18

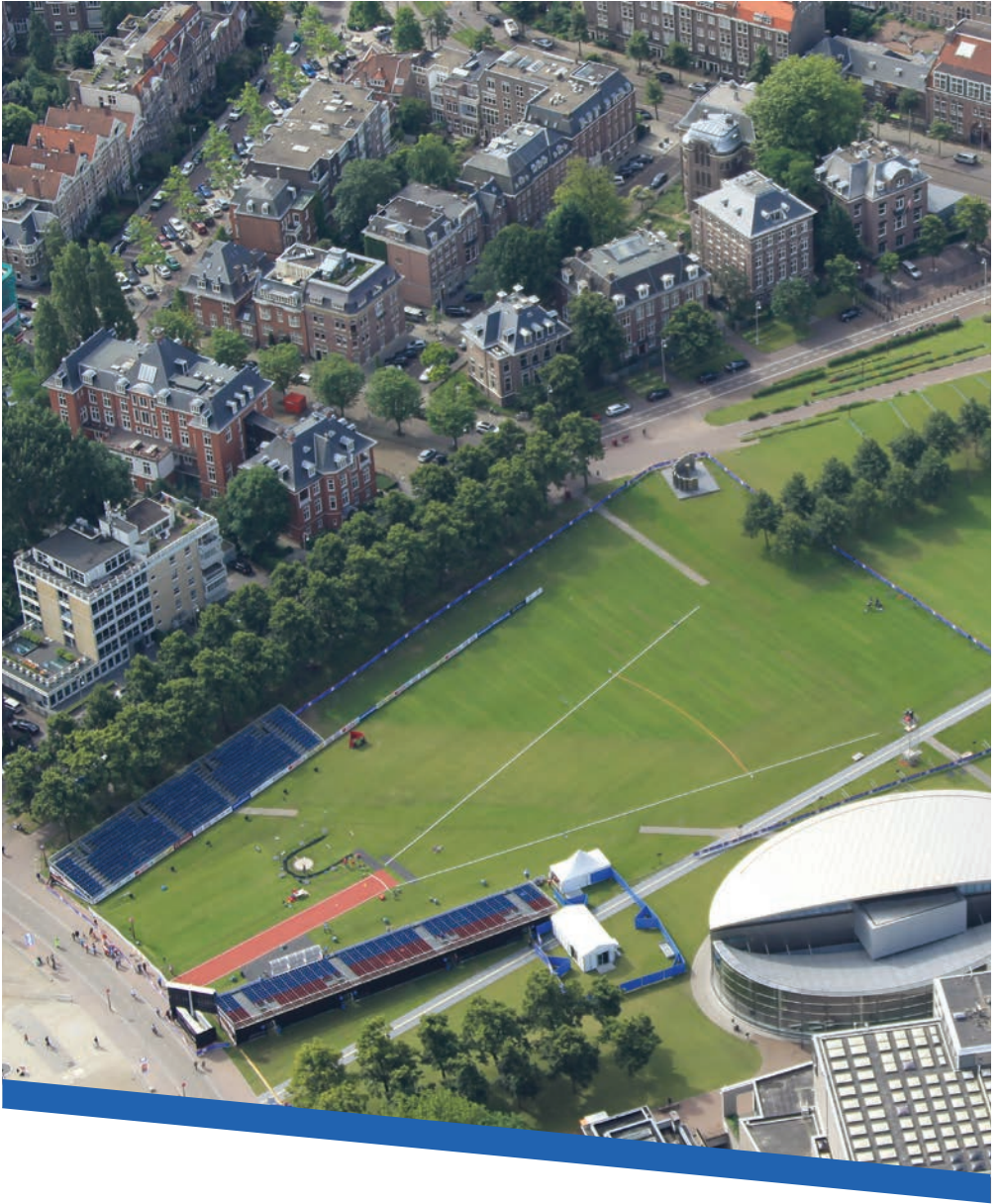
conferences
and seminars

325

PE teachers
took the
'child-focused
athletics'
course

80%

of the measured
objectives achieved



Key findings



Introduction

1. Introduction

Athletics like never before

On 4 November 2011, when European Athletics granted the rights to organise the 2016 European Athletics Championships (hereinafter referred to as the “Championships”), they favoured the bid of the Dutch delegation (Athletics Federation and the municipality of Amsterdam) over those of Istanbul (Turkey) and Split (Croatia). The guarantees by the Dutch government, Amsterdam’s allure, the grass-roots sports programme as well as the European Athletics’ positive experiences with the Athletics Federation all contributed as the strengths of the Dutch bid. It was to be the very first time in the 83 year history of the Outdoor Championships that the tournament would be held in the Netherlands.

The Championships took place from 5 July to 10 July 2016 in the Amsterdam Olympic Stadium and Museum Square. The event tied in well with municipal policy: athletics is one of its focal sports and the Olympic Stadium is listed as a structure of historic heritage that oozes athletics. One of the Athletics Federation’s objectives was to acquire the rights to international events that would promote

athletics and running sports in the Netherlands. Securing a bid to a prestigious event such as the Championships would give the federation great opportunities to such promotion.

This publication will briefly sketch a picture as to how the organisation of the 2016 Championships worked out, the side events that were organised and the impact to which these all led. It will also address affairs that ran smoothly and successfully and lessons that were learned. Its content is based on 4 studies conducted around the time of the Championships. The Mulier Institute has collated and summarised the findings in these studies, but has not conducted its own supplementary investigation.

Reading guide

Central to the next chapter will be the organisation of the Championships. Chapters 3 and 4 will focus on the economic and social impact, respectively. Chapter 5 gives the conclusion. The most important findings have been included above.

¹ This concerns the following reports:

- LOC Amsterdam European Athletics Championships (2016). *ECH Athletics Championships Amsterdam 2016, 6-10 July, final report*. Amsterdam: LOC Amsterdam European Athletics Championships.
- Hover, P., Davids, A., Baart de la Faille-Deutekom, M. & Dallinga, J. (2016). *EK Atletiek Amsterdam 2016. Economische impact en beleving*. Utrecht: Mulier Institute.
- Berkel, D. van, Gugten, M. van der, Dallinga, J. & Van der Werf, J. (2016). *Athletics like never before. Evaluatie maatschappelijke spin-off EK Atletiek 2016*. Amsterdam: DSP-groep.
- European Athletics (2016). *Debriefing ECH Amsterdam 2016*. Freienbach: European Athletics AG.



Amsterdam 2016 European Athletics Championships

2. Amsterdam 2016 European Athletics Championships

2.1 Competitions and visitors

Objectives

On Tuesday night, 5 July, in the Museum Square, the European Athletics' president, Svein Arne Hansen, opened the 23rd Outdoor Championships in the presence of H.M. King Willem-Alexander and sports minister Schippers. The event was presented as breaking fresh ground, as expressed by its motto: 'Athletics like never before'. The organisation attached three objectives to this motto:

1. Promoting 'Athletics like never before'
To deploy the most modern developments in the area of communication for the promotion of the event.
2. Showing 'Athletics like never before'
'Amsterdam' is organising a sportive, multi-media, athletics spectacle that, obviously, cannot do without Dutch 'Orange' supporters.
3. Expanding 'Athletics like never before'
A typical example of the cross-fertilisation between a top sport event and grassroots sport.

It aspired to achieve these objectives through the following activities, primarily the first three of which can be seen as innovative:

- The use of the Museum Square for the qualifications for javelin and discus;
- The half marathon premiering as a European championship event and Brooks 10K Run over a unique route through the inner city;

- Integration of the International Para-Athletics Challenge in the Championships programme;
- Compact programme with an Event Presentation in the Olympic Stadium;
- Innovation, including the use of apps for visitors and volunteers;
- The construction of a Medal Plaza with entertainment for the medal ceremonies;
- The organisation of side events both in Amsterdam and elsewhere in the country;
- The event's realisation within the available budget.

Competitions

The competitions took place from Wednesday to Sunday, from 6 to 10 July 2016, using the Museum Square as a second venue on Wednesday, Thursday and Sunday. There were 1,480 athletes (757 male and 723 female) from 51 nationalities, including 56 Dutch men and women. These Championships will be entered in the annals as the greatest to date. Athletes competed for medals in 46 athletics events. Also present were 1,692 volunteers, 3,500 people on behalf of European Athletics and their partners, and 1,489 accredited media professionals. Twenty right holders produced 2,916 hours of video footage on 90 TV channels and thereby reached 142 million viewers.²

In Medal Plaza, nearby the stadium, the medals were presented in a festive setting. The decorations of honours were designed by Dutch designer

² European Athletics (2016). *Debriefing ECH Amsterdam 2016*. Freienbach: European Athletics AG.

Liza Meijer. The Dutch athletes scooped seven medals: four gold, one silver and two bronze - more than ever in the history of the Championships.³ The Netherlands hereby ranked fifth in the final medal count.

Visitors

A total of 126,434 tickets for stadium events were sold. Granted, the Championships in Zürich, Switzerland, sold more (148,500), but the Swiss Letzigrund stadium was bigger (approx. 20,000 seats), the event ran a day longer (six) and all the competitions took place in the stadium.

The events in the Museum Square were accessible free of charge. In total, the Championships attracted 48,000 unique visitors who paid 106,100 visits to the event. Friday, 8 July, with the 100 metre finals for women on the agenda, was the day

that attracted the most spectators to the Olympic Stadium (22,000 visitors). In terms of visitor figures, overrepresented were men and people with running or athletics experience (Figure 1).

The visitors of the Championships awarded the event an overall score of 8.2 (on a scale of 1 to 10). Strengths were the good organisation and the pleasant atmosphere and ambience. In comparison with other international sports events, this score is relatively high. The start of the Tour de France in Utrecht scored higher (8.4); other events, including the 2013 Utrecht European Youth Olympic Festival (EYOF) (8.0) and the 2015 Volvo Ocean Race Festival (7.8), scored lower.⁵

The event's positive image is also reflected in the visitors' statements about the event. The spectators felt happy during their visit, they had looked

Figure 1 Championships visitor profile, in percentages



³ The Dutch won a gold medal in the 100-metre run for men (Churandy Martina), the 100-metre run for women (Dafne Schippers), the heptathlon (Anouk Vetter), and the 100-metre relay for women (Jamilé Samuel, Dafne Schippers, Tessa van Schagen and Naomi Sedney). Sifan Hassan won silver on the 1,500 metre and bronze medals were won by Liemarvin Bonevacia (400 metre) and Ignisious Gaisah (long jump).

⁴ See Zürich 2014 (2014). *Final report European Athletics Championships Zürich 2014*. Zürich: Zürich 2014.

⁵ See Hover, P. & Bakker, S. (2015). *Grand Départ Utrecht 2015. Economische impact en beleving*. Utrecht: Mulier Institute. See Breedveld, K., Hover, P., Pulles, I., Romijn, D., Verhagen, S., Smits, F., Dijk, B. & Eekeren, F. van (2014), *European Youth Olympic Festival. Olympisch sportfeest onder de Dom. Onderzoek EYOF Utrecht 2013. Overall rapportage*. Utrecht: Mulier Institute/HU University of Applied Sciences Utrecht/Utrecht University and Herpen, N. van, Asselman, D. & Spanje, J. van (2015). *Evaluatie van het Volvo Ocean Race Festival. Een kwantitatief onderzoek naar de economische impact van het Volvo Ocean Race Festival 2015 in The Hague*. The Hague: The Hague University of Applied Sciences.

forward to the event, felt positive about the event's significance for tourism, and were proud that the city hosted it (Figure 2). The number that stated that it inspired them to engage in sports more often, on the other hand, was considerably lower. These outcomes are not unique to the Championships: sports events often generate great enthusiasm among their spectators, but this enthusiasm does not always translate into an ambition to take up sports (more often) themselves.⁶ It was the side events organised in the event's slipstream that were to promote the engagement in sports, especially among children (see Chapter 4).

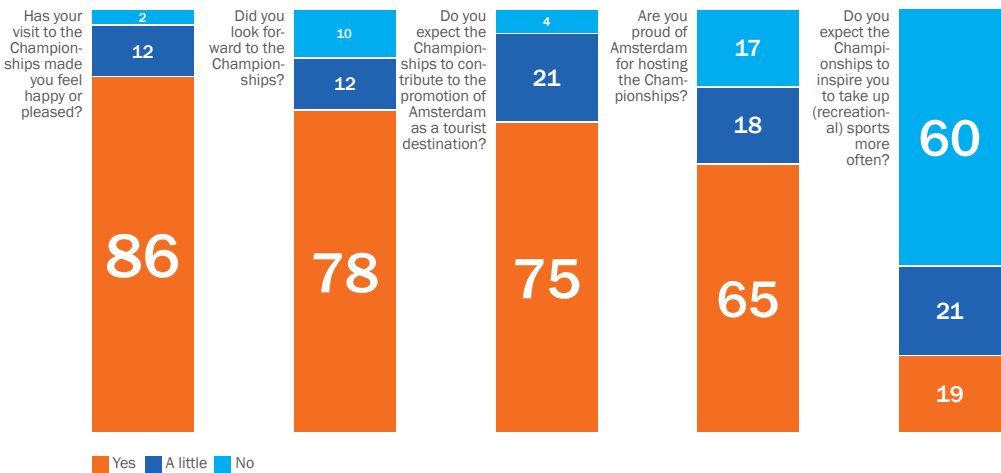
The Olympic Stadium as an iconic listed landmark was an inspiring location where sports history was made and where sports magic can be felt by true devotees, but the small seats and the limited legroom could not charm all the spectators.

2.2 Organisation

Amsterdam 2016 European Athletics Championships LOC

The Amsterdam 2016 European Athletics Championship LOC was founded in November 2013 for the purpose of a decisive, efficient and flexible management of the event. Hereby arose a formal partnership between the municipality of Amsterdam, the Athletics Federation and the organising committee. It also established a management board, with Age Fluitman, the former Chair of the Amsterdam Chamber of Commerce, as its president. A covenant between the organisation and the Ministry of Health, Welfare and Sport was drafted in 2014, ratifying the collaboration with the State. The pillars supporting the organisation were the Management Office, Competition Management, and the Marketing, Promotion & Communication, TV & Media, and Logistics divisions.

Figure 2 Visitor experiences and expectations, in percentages



⁶ See, for instance, Hover, P., Dijk, B., Breedveld, K., Eekeren, F. van & Slender, H. (2016). *Creating social impact with sport events*. Utrecht: Mulier Institute/Utrecht University.

Table 1 Core figures, in absolute numbers

46	athletics events
5	days
2	locations
1,480	competitors
990	in competitors' supervisors
56	Dutch competitors
51	nationalities
7	Dutch medals
5	Dutch ranking in the medal count
126,434	tickets sold
106,100	visits
48,000	unique visitors
3,500	European Athletics and partners
1,692	volunteers
142,000,000	TV viewers reached
2,916	hours of footage
1,489	accredited media

Management Office

The Management Office was responsible for the realisation of the prerequisites for a successful organisation of the event.

The General Affairs subdivision had the responsibility of maintaining relations, performing risk analyses and developing a sustainability strategy. Sustainability was to arise from waste control and a reduction of CO2 emission and energy consumption. The contract partners' collaboration in the form of a LOC turned out pretty well. The relationship between the organisation and European Athletics was generally also positive, albeit that the evaluation afterwards found that the strength of the Athletics Federation could have been utilised better at the operational level.

The Planning & Control subdivision focused on event management in terms of quality, time, organisation, information and financial resources. Its periodic reports to the management and the Management Board were found to be an adequate

means to continually provide insight into the status of the different projects. It proved to be important for a temporary project organisation to manage the expectations.

The Finance subdivision aspired to have the event organised with at least a break-even result and to not spend any money that they did not have. This focus turned out to bear fruit and contributed to the event's good financial results (see Chapter 3). This approach did, on the other hand, rule out any prior investment of income generated during and after the event.

The objective of the Human Resources subdivision was to recruit, select and coach qualified staff. 56 FTEs were working during the event. It turned out to be a splendid team driven by an incredible dedication to jointly organise an unforgettable event. One issue for improvement was that the upscaling of the project organisation came relatively late, so that a great amount of work had to be shouldered by too few people.



The Team Services subdivision exerted itself to provide the competing teams with optimal services prior and during the event. On behalf of the organisation, 52 team attachés – half of which were based abroad - maintained contact with 51 member federations. The communication with the member federations ran like clockwork. The organisation of a one-on-one meeting with team managers was felt as a positive experience by all those involved. Invoicing the member federations proved to be such a complex job, that the available human resources and knowledge were seriously tested at certain stages.

Volunteer Management focused on recruiting, selecting, training and scheduling 1,692 volunteers (including 303 volunteers from abroad) for 15 different positions. The Volunteers Home turned out to be an appealing meeting spot for volunteers and the volunteers app was greatly appreciated. The volunteers schedule was certainly not a piece of cake. The possibilities provided by the European Athletics' ARENA software package did not entirely match the organisation's demands.

Competition Management

The realisation of an event in accordance with the guidelines of the international federations (International Association of Athletics Federations and European Athletics), the medal ceremonies and the anti-doping tests all came under the Competition Management's responsibilities. The organisation of the Championships evaluated the entertainment of the spectators with light-hearted games like lotteries and a FunGun as positive. The same went for the organisation of the medal ceremonies outside the stadium, so that the ongoing athletics programme did not have to be interrupted. A total of 389 anti-doping checks were performed.

Marketing

Exactly one year prior to the event itself, on 6 July 2015, the ticket sale for the Championships in the Olympic Stadium commenced. The competitions at the Museum Square venue were accessible free of charge. The aim was to sell 100,000 tickets as well as to have sold-out grandstands during the evening sessions. The Olympic Stadium had 18,577 seats available, and the grandstand capacity in the Museum Square reached 2,298 (at this venue, visitors could also watch from behind the board-ing). With the sale of 136,434 tickets and the exceeding of the budgeted revenue from the ticket sale, the organisation is well in its rights to look back on the ticket sales with satisfaction.

As for sponsoring, three sponsor packages – for national suppliers, national sponsors and national partners – were developed, varying in value from 25,000 to 275,000 euros. Smaller scale packages were also available. Barter deals proved to attract the most interest. These led to cost reduction and, therefore, were a valuable source of income. Conversely, relatively few sponsor packages were sold, partly due to the fact that the Olympic and Paralympic Games in Rio de Janeiro and the European Football Championships in France made their competition felt in the sponsor market. The industrial exclusivity that European Athletics offered its commercial partners (like SPAR and Le Gruyère) during the Championships also put limits on the sponsor deals that the organisation could develop themselves.

Promotion & Communication

The aim was to publicise the Championships as well as possible and monitor all the online and offline communication. Not only were the venues dressed to radiate the Championships (venue

dressing), but the occasion of the Championships was also clearly visible in parts of Amsterdam (primarily in the month prior to the event) through public advertisements in, for instance, public transport shelters (city dressing). Thus, a colourful, strong and recognisable brand identity was generated which also rendered the municipality of Amsterdam great exposure.

Never before in the history of the European Athletics Championships had social media utilised at such a grand scale as in Amsterdam. The Championships were in the top-10 of trending topics on Twitter each day, and also had great exposure in other social media (Table 2).⁷

Television & Media

The promotion of sports events can no longer do without video content. The preparations for the TV coverage and media already began in 2013, in collaboration with the NOS Netherlands Broadcasting Corporation. In hindsight, these preparations could have been started somewhat later. A number of 1,489 accredited media professionals reported on the Championships. The attention it attracted in the Netherlands peaked on 8 July (942,000 viewers), the day after Dutch athlete Dafne Schippers achieved gold

in the 100-metre race in a sold out, exuberant Olympic Stadium. The public broadcasting corporation brought vast experience and expertise and the organisation looks back favourably on the collaboration.

Logistics

The Championships entailed extensive logistic operations. Important transport links were those between the stadium and hotels and those between Schiphol Airport and the hotels. Usually 100 buses were on route, and up to even 120 during peak hours. Athletes, their supervisors and volunteers could use public transport free of charge throughout the event. The organisation was forced to invest in this as a consequence of the limited parking capacity in the vicinity of the stadium. The narrow roads around the stadium sometimes caused congestion. The location of a warming up area next to the stadium was positive. For security, the organisation entered into a partnership with CTSN, a company that is well acquainted with the Olympic Stadium and its layout. CTSN showed professionalism and the communication with the policy ran smoothly. The organisation had not planned any security at the hotels where the teams were staying. This prompted certain teams to hire their own security.

Table 2 Core figures, online and social media, in absolute figures

Visits to European Athletics website (views)	18,200,000
Visits to European Athletics (persons)	500,000
Amsterdam2016 publicity reach on Facebook (views)	12,300,000
Amsterdam2016 publicity reach on YouTube (views)	603,000
Downloads of the Championships app (persons)	29,000
Top-10 position in trending topics list on Twitter (days)	5

⁷ See European Athletics (2016). *Debriefing ECH Amsterdam 2016*. Freienbach: European Athletics AG.



Economic impact

3. Economic impact

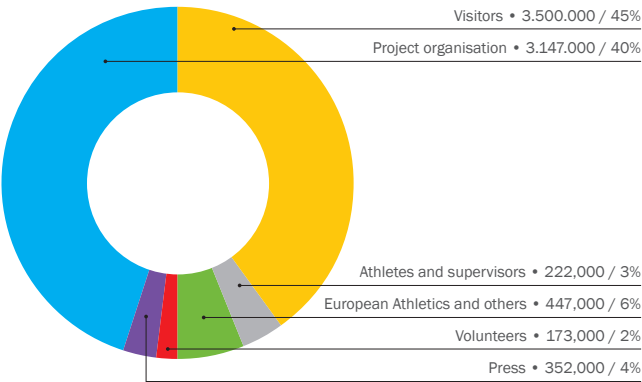
Total economic impact

International top sport events inevitably draw crowds of tens of thousands of competitors, supervisors, spectators and others involved. The Championships naturally also led to a great many visits to the Dutch capital (see Chapter 2) and, so, to expenditures in food, drinks, accommodation and souvenirs. The Championships accounted for an economic impact on the city of Amsterdam of 7.8 million euros in direct expenditure.⁸ Without the Championships, this amount would not have been spent in the municipality. There was also additional expenditure at the value of 1.6 million euros on the municipality of Haarlemmermeer. Most of the impact was generated by the spectators (3.5 million euros; 45%) and the project organisation (3.2 million euros, 40%; Figure 3).

Visitors

The average stay of the additional visitors from the Netherlands (60%) and abroad (72%) was 1.9 and 3.1 days, respectively. The Dutch spent an average of 34.89 euros per day, visitors from abroad almost a third more: 45.60 euros. Of these additional Dutch and foreign visitors, 9% and 79%, respectively, spent the night. Hotel guests from abroad also stayed longer than the Dutch (an average 4.1 nights versus 2.6 nights). Furthermore, they spent more on their accommodation than the Dutch. Altogether, the expenditure of the additional visitors amounted to 3,500,000 euros.

Figure 3 Estimated economic impact on Amsterdam, in euros and percentages



⁸ For more information on economic impact, see Hover, P., Davids, A., Baart de la Faille-Deutekom, M.& Dallinga, J. (2016). *EK Atletiek Amsterdam 2016. Economische impact en beleving*. Utrecht: Mulier Institute. The study was conducted according to the WESP methodology.

Competitors and supervisors

A number of 1,480 athletes competed in the Championships, with 990 persons in their supervisors. All the competitors and their supervisors were taken to have been additional visitors. Their average stay was 6 days and the average expenditure per person in the municipality of Amsterdam was estimated at 30 euros per person per 24-hours' period. European Athletics sought hotels of comparable quality level for most of the visiting national teams. For this reason, the organisation procured hotel capacity in the municipality of Haarlemmermeer. Since all the athletes and their supervisors stayed the nights in the municipality of Haarlemmermeer, their expenses on accommodation had no economic impact in the municipality of Amsterdam, but rather in its Haarlemmermeer counterpart. This involved an amount of over 1.6 million euros which came to the benefit of the municipality of Haarlemmermeer. The economic impact realised by the competitors and the supervisors for the account of the municipality of Amsterdam was 222,000 euros.

European Athletics and partners

The organisation has estimated the number of representatives of European Athletics and their partners to have been 3,500. Similar to the athletes, all these persons on behalf of European Athletics were taken to have been additional visitors. They stayed (in days and nights) an estimated three days (within and outside the municipality of Amsterdam). As regards the average expenditure per person per day, this was taken to have been 15 euros. In contrast to the competitors, this group did stay the night in the municipality of Amsterdam (19% spent the night). All in all, European Athletics and their partners created an economic impact of 447,000 euros for the municipality of Amsterdam.

Volunteers

There were 1,692 volunteers out and about, 20%

of whom were residents of the municipality of Amsterdam. The volunteers residing elsewhere (80%) were assumed to be additional visitors. The average stay was 4.7 days and the average expenditure per person per day was 18.30 euros. 26% of the volunteers stayed the night in the municipality of Amsterdam for an average rate of 34.60 euros per person per night. The economic impact for the municipality of Amsterdam realised by the volunteers amounted to 173,000 euros.

Press

In order to report on the event, 1,489 accredited media professionals came to Amsterdam. Their average stay was 3.3 days and their average expenditure per day per person was an estimated 40.25 euros. All the press representatives from abroad and two-thirds of their Dutch colleagues were assumed to have stayed the night in the municipality of Amsterdam and to have spent an average of 39.86 euros per night. This led to an economic impact of 352,000 euros for the municipality of Amsterdam.

Project organisation

The project organisation itself is responsible for a separate share in the economic impact. The organisation worked with a budget of approximately 18.9 million euros. The draft 2016 annual accounts has a positive result, which surplus shall have to be returned to the grant provider(s) before the LOC is wound up.

The greatest source of income concerned the subsidy granted by the municipality of Amsterdam (approximately 4.3 million euros in subsidy and 3.6 million euros for facilities in and around the stadium). The revenue from ticket sales (1.9 million euros) and the subsidy granted by the Ministry of Health, Welfare and Sport (over 1.9 million euros) were also significant sources of income. More than 50% of all this income involved

governmental contributions. The greatest budget items were logistics and facilities (3.8 million euros for tents, stadium lay-out, etc.) and general affairs, including personnel costs (2.5 million euros).

The economic impact realised by the organisation was calculated in 3 steps. The amount that was spent in the municipality of Amsterdam was determined first (12.2 million euros). Next,

a deduction was made from this amount of the income originating from outside the municipality (9 million euros). Lastly, the share of the ministerial subsidy that was not taken to be additional income (4.9%; 93,000 euros) was deducted. This share is 4.9 per cent, since this share of the Dutch visitors lived in Amsterdam. This all leads to an economic impact by the project organisation of over 3.1 million euros.





Social impact

4. Social impact

4.1 Side events

In this day and age, Dutch top sport events can no longer be considered separately from the drive towards positive social impact, such as strengthening bonds in society, striving towards optimal personal achievements - quicker, higher, stronger! - and encouraging exercise and healthy nutrition. The driving forces behind this are the governments that set social initiatives as prerequisites in their granting of subsidies and sponsoring, as well as a growing group of private companies that have social involvement (through sports) high on their agenda.

The Championships, too, were not just about top sport: the organisation together with its stakeholders emphatically focused on grassroots sport and the realisation of a positive social impact. In order to do so, the Championships came with 8 programmes of side events, whereby the objectives set in the covenant with the Ministry of Health, Welfare and Sport were also fulfilled. In broad outline, these side events ran as follows.

School athletics

In the run-up to the Championships, an introductory athletics programme was implemented at Dutch primary schools according to the Athletics Movements methods, key to which were the introduction to athletics and local clubs (during and after school hours). The primary schools in Amsterdam were introduced to athletics through the Amsterdam programme (part of the 'YOU CAN DO IT' (JE KAN HET) campaign) and secondary schools devoted attention to athletics.

This programme ran successfully. The objectives in

terms of numbers of children to be reached were amply achieved. Athletics Movements reached 21,000 children from outside Amsterdam, for instance, and the introductory athletics programme was presented to 56,700 children within Amsterdam. As for their appreciation of the project, 8 in 10 children were positive. Over one third indicated to be willing to take up athletics. The main reason for children who are not a member of a sports club and have no wish to join an athletics club either, is that they do not have any friends involved in athletics. In order to encourage such memberships for athletics, it is recommended to have schools provide athletics classes with (or together with) trainers from the closest athletics club.

Athletics School Champs

During the Championships, primary school students were offered an athletics morning session at one of the Amsterdam athletics clubs. In the afternoon, there were activities around the Olympic Stadium and the children also attended one of the competitions.

Over 10,000 children took part – far more than the objective that was originally stated. It did raise quite some logistical challenges (100 buses required). Virtually all the participating children looked back on the Athletics School Champs with positive feelings, over 8 in 10 had a better idea of athletics, and almost one third said they were willing to take up athletics. Three quarters of the participating schools were located in the municipalities of Amsterdam and adjacent Amstelveen.

The Johan Cruyff LOC was a partner of the Championships. The LOC contributed to the promotion of athletics among children via ('athletics tracks')

Schoolplein 14 (Schoolyard No.14), among other things. This collaboration led to the realisation of nine similar schoolyard projects in the Netherlands.

Club activities

Regional coordinators were appointed for the implementation of Athletics Champs (the renewed set-up of the junior competitions). Club ambassadors were also busy in a quest to promote the interest in the Championships locally, within and outside their clubs.

In this framework, the intended numbers of both regional coordinators (24) and club ambassadors (150) were achieved. Almost half of the club ambassadors stated that their own athletics club was adequately involved in the Championships. As for their efforts, more than half of the ambassadors were said to have been successful in increasing the enthusiasm for the Championships among their fellow club members. The number of child and adolescent members of Amsterdam and national athletics clubs has also acceptably grown.

Although the clubs responded positively to the inflow from the Athletics Federation, the municipality of Amsterdam saw a fall in the level of the skills of the trainers in the city. The municipality and the Athletics Federation have, therefore, developed a training course, focused on the Amsterdam situation. The Athletics Federation and the municipalities could have supported the clubs (even) better, for instance by providing (communication) packages and a better facilitation of contacts with schools.

Brooks 10k Champions Run

As one of its events, the Championships included a 10K run for recreational and company runners. The route ran through Amsterdam City Centre, via the Vondelpark and past the Rijksmuseum, among

others sites. It was possible to join a training programme in preparation for the run.

The 10K run saw 12,300 runners at the start of the race. The registration fee of 29.50 euros and the late kick-off of the communication (runners have a fixed event planning) might have tampered with the number of registrations, although 12,300 runners is a respectable number. The evaluation was positive: almost all the runners were content.

A fifth also visited the Championships (the objective was 50%). The idea of having the runners take the preparatory programmes proved to be difficult to achieve in practice, so these were little used. The goal of having 15% of the participants in the preparatory programme join clubs or track groups was not evaluated, but after the 10K run, 11% stated an intention to become a member of an athletics club (and 90% intended to continue running as much as, or more than, they did before the run).

The preparatory programme was provided in collaboration with the sports equipment manufacturer Brooks. Brooks did not share the participants' details with the Athletics Federation and the municipality, unfortunately, so that there were hardly any possibilities for follow-ups (the agreements fell short in this respect). In hindsight, utilising the existing (Athletics Federation's) programmes might have led to better results.

Knowledge dissemination

Prior to and during the Championships, 18 conferences and seminars were organised, including the Young Leaders Forum. The municipality of Amsterdam also offered teachers and students continuing development courses in athletics training. The Athletics Federation developed the toolkit 'How to acquire youth trainers?'

Over 300 trainers were trained as (child-focused) youth trainers and approximately 500 trainers were schooled in child-focused practices. Furthermore, 325 physical education teachers took the course in 'child-focused athletics'. To the organisation's satisfaction, the conferences and seminars attracted a total of 1,435 attendees. The attendees themselves were also quite content: they gave the gatherings that were evaluated a score of 7 (on a scale of 1-10). The conference on 'Effects of exercise on the mind' outshone the rest with a score of 8.1.

International Para-Athletics Challenge (IPAC) events

For the purpose of promoting sports for people with a physical disability at a European level, 8 IPC events were integrated in the programme. Clubs also started working together in order to realise a grassroots sports programme for this group in

Amsterdam and miniature Championships were held for children with a disability.

Through the integration of the IPC events in the official programme, the event focused on the promotion of disability sports Europe-wide and the possibilities for people with a disability to join Amsterdam athletics clubs doubled in comparison with 2012.

Integrating the Paralympic events in the Championships increased the visibility of disability sports. Looking back, the municipality believes that there might have been more attention for grassroots sports for people with a disability.

Daily runs

The organisation aspired to organise different runs in order to interest more people in running. There would be a run every day. This did not materialise.



On 6 July, a kids run was organised on the athletics track in the Olympia Square (once the training ground for the olympic athletes) and Walking Amsterdam, an event with 3 15K routes finishing in the Olympic Stadium, took place on 9 July. The organisation of the daily runs had been the responsibility of Le Champion. The Brooks 10K Championships Run required quite some energy, so that the organisation of the other runs disappeared to the background. This was partly due to the fact that no clear agreements on the organisation of the daily runs had been made.

Museum Square

During the first 2 days of the Championships (6 and 7 July), the qualifying rounds for men and women javelin and discus took place at the Museum Square venue. Clinics were also organised in the square and children could get acquainted with athletics there.

The degree to which the visitors of the venue who had no intention to watch the competitions in the stadium but had become enthusiastic about athletics through the events in the square, was not measured, partly because the objective was not expressed in figures. It was found, however, that 6 to 8 spectators (depending on the day) in the square would not visit the Olympic Stadium that day as well.

An estimated 12,600 visits were brought to the square during the Championships. This special venue can, therefore, be said to have contributed to the visibility of the Championships and the promotion of athletics, but it was difficult to ascertain its exact added value. The number of 12,600 visitors is certainly not inconsiderable, but the Championships in the square were probably mainly of great symbolic and communicative significance (media coverage).

Sports encouragement campaign 'YOU CAN DO IT'

Apart from 8 side events, the Amsterdam 'YOU CAN DO IT' campaign was also involved in the Championships, hence the referral to the side events as 8 + 1. This sports encouragement campaign initiated by the municipality of Amsterdam involves 5 Amsterdam athletics clubs worked, and are still working, together with the aim to raise the enthusiasm for athletics among the Amsterdam population. In this framework, 5 new running tracks have been constructed and an online athletics portal has been developed. The Championships and the 'YOU CAN DO IT' campaign enhanced one another. The campaign started in 2013 and will run until 2017.

4.2 Collaboration

LOC, municipality and Athletics Federation

The collaboration between the LOC, the municipality of Amsterdam and the Athletics Federation generally ran smoothly, despite their sometimes different interests. But there was adequate harmonisation, the collaboration was constructive, and the division of tasks was clear. Where necessary, balance was sought. Where the municipality zeroed in on its own 'YOU CAN DO IT' campaign, for instance, the LOC and the Athletics Federation would have liked to have more focus on the Championships. The 'YOU CAN DO IT' campaign nonetheless played an important role in the visibility of athletics and thereby the Championships in Amsterdam.

Clubs

The clubs were usually pleased to contribute to the Championships and, for the most part, look back on this with enthusiasm. On the other hand, the clubs heavily lean on volunteers, which sometimes made it difficult to be flexible and responsive.

A lesson learnt was that when the project plan was being drafted, the coordination with the Amsterdam clubs entailed far more than expected. This is no unknown phenomenon. For EYOF Utrecht 2013, for instance, it was also found that a smooth collaboration between an event organisation and local sports clubs is not self-evident.⁹

Commercial parties

According to the LOC, the municipality of Amsterdam and the Athletics Federation, the collaboration with commercial parties varied. Their quick response time, availability during working hours and pragmatic attitude were positive. Some commercial parties did not give much thought to the social spin-off, according to the municipality. Not helping here, in hindsight, was the fact that the social spin-off objectives were inadequately incorporated into the assignment description issued to the commercial parties. A clearer outline might have meant that the private parties would

have opted for a greater involvement in the side events and helped develop (more) follow-up activities.

4.3 Legacy

The Athletics Federation and the municipality of Amsterdam intend to continue to invest in athletics in the capital and thereby safeguard the legacy of the Championships. The federation is planning to encourage clubs to organise annual national open days and to hang on to the acquired club ambassadors as the missing links between clubs and Athletics Federation. The municipality would like the Athletics School Champs to become an annually returning event and to continue the athletics training and continuing development courses. Last but not least, the municipality’s sustainable investments - the modifications in the Olympic Stadium, the Schinkeleiland warming-up area, and the Ookmeer training facility - will be of value to athletics in Amsterdam for many years to come.

Table 3 Core figures, social impact

8 + 1	side event programmes
56,700	Amsterdam children reached through the introductory athletics programme
21,000	children reached through Athletics Movement in the rest of the country
10,000	children reached through Athletics School Champs
150	club ambassadors acquired
12,300	competitors in the Brooks 10k Champions Run
18	conferences and seminars
325	PE teachers took the 'child-focused athletics' course
80%	measured objectives achieved

⁹ See Breedveld, K., Hover, P., Pulles, I., Romijn, D., Verhagen, S., Smits, F., Dijk, B. & Eekeren, F. van (2014). *European Youth Olympic Festival. Olympisch sportfeest onder de Dom. Onderzoek EYOF Utrecht 2013. Overall rapportage.* Utrecht: Mulier Institute/HU University of Applied Sciences Utrecht/Utrecht University.



Conclusion

5. Conclusion

The Championships in Amsterdam were one of the two international top sports events in the Netherlands in the year 2016, the 99th Giro d'Italia in the province of Gelderland being the other. The Championships are held in high regard in the global world of sports and are an important contribution to the Dutch track record of international sports events. With the Dutch successes of, among others, Dafne Schippers, Churandy Martina and Sifan Hassan in the run-up to the Championships, 2016 turned out to be the perfect year to use the iconic Olympic Stadium as the national centre stage for Dutch top athletes to shine in their own country.


'Athletics like never before' was the motto which was not only realised in words, but certainly also in deeds: never before did qualifiers take place in a city centre or was the half marathon a European Championships event. The inclusion of the International Para-Athletics Challenge as part of the programme was also unique in the history of European Athletics Championships. The event was realised within the available budget, major calamities did not occur, and the collaboration between the LOC, the municipality and the Athletics Federation was most effective. Moreover, not only the top athletes shone, but the team of volunteers also excelled and the number of over 126,000 tickets sold was a source of satisfaction. With a fifth place in the medal count, the 56 Dutch athletes put up a monumental performance.

The Championships also received praise from the visitors. The event was highly appreciated by the spectators; the vast majority of them enjoyed the event and felt proud. The organisation of the Championships was highly commended and the

ambience in the grandstand was – partly due to the weather – full of atmosphere. The Championships also yielded up to 7.8 million euros in additional expenditure in the municipality of Amsterdam and up to 1.6 million euros in the municipality of Haarlemmermeer. Virtually all the 48,000 spectators expected the event to contribute to the promotion of Amsterdam as a tourist destination.

Apart from the great many successes, there were also some weaknesses. The event proved to appeal mostly to those with experience in running and athletics, which was partly due to the campaign being (too) strongly focused on this target group. The Olympic Stadium itself was an inspiring location, but the small seats and the limited legroom could not on everyone's approval. Furthermore, the energy put into selling the sponsor packages proved to be out of step with the actual results, although there was considerable interest in barter deals. As for the organisation (of the side events), the Championships showed that it was sometimes a matter of balancing the widely differing interests of the contract partners (the municipality of Amsterdam, the Athletics Federation and the organising LOC) and the coordination with the Amsterdam clubs took some doing in the project plan design phase.

A programme of 8 side events and the 'YOU CAN DO IT' campaign aimed to raise the social impact of the Championships. Although 80% of the measured objectives were achieved, managing the side events turned out to be far from easy. The double responsibility of the LOC – the organisation of the Championships as well the realisation of the social objectives of the side events – sometimes led to shortness in the planning, so that



the attention for the side events came to be under pressure. The attention paid to the Paralympic athletic events during the Championships was appreciated, although recreational disability sports might have had more focus.

The Athletics Federation and the municipality of Amsterdam intend to continue to invest in athletics and thereby safeguard the legacy of the Championships. In any case, the municipality's sustainable investments – the new athletics tracks in the Olympic Stadium, Ookmeer and Schinkeileiland as well as the new running routes - will prove to be of value to athletics in Amsterdam for another great many years.



Amsterdam 2016 European Athletics Championships

The 23rd European Athletics Championships took place from 5 July to 10 July 2016 in Amsterdam. The 2016 Amsterdam European Athletics Championships LOC, the municipality of Amsterdam and the Athletics Federation committed themselves to organising an innovative top sport event under the motto 'Athletics like never before'. The event, together with a side event programme, was also to lead to a positive social impact.

This publication briefly sketches an outline as to how the organisation of the Championships worked out, the side events that were organised and the impact the 2016 Championships and its side events had. The publication is based on 4 studies that were conducted around the time of the Championships. The Mulier Institute summarised the most important findings for the purpose of this publication.

With the Championships as its lead, this publication aimed to contribute to the development of the knowledge pertaining to the organisation of top sports events and making a positive social impact. This summary thereby provides knowledge, insight and inspiration to anyone who would like to excel in this area.