

UNIVERSITY
- OF CENTRAL -
LANCASHIRE

Department of Tourism and Leisure Management

Lancashire Business School

Second African Conference on Peace Through Tourism

Dar es Salaam, Tanzania December 7-12,2003

"Community Tourism - Gateway to Poverty
Reduction',

SPORTS TOURISM: THE CASE FOR A LOCAL
APPROACH IN AFRICA

Paper by:
Peter Cave
Course Leader

BA (HODS) International Tourism Management Department of Tourism and
Leisure Management Telephone: 44 1772 894903
Fax: 44 1772 892927
Email: pjcave@uclan.ac.uk

Sports Tourism: The case for a local approach in Africa

This paper will examine the economic benefits of sports tourism for Africa by reviewing the bid for the 2006 Soccer World Cup and evaluate the success of the 2002 Cricket World Cup in South Africa, the African Nations Cup and look ahead to a future bid for the 2010 Soccer World Cup. It will also examine successful major events elsewhere to consider whether Africa should continue to bid for major sporting tournaments or whether an alternative approach for the African Continent might be more appropriate. The research is based on published sources, research undertaken for a paper presented to the Aiest Congress in Athens (Cave, 2003) and the author's own experiences from attending the 2002 Cricket World Cup in South Africa.

Sports Tourism

Many commentators (Redmond, 1990; Weed and Bull, 1997; Standeven & De Knop 1999) have highlighted the interdependence of sport and tourism. Weed and Bull (1998) claim that around a quarter of all holidays have sport as the primary purpose of the trip with nearly 50% of domestic holidays including some form of participation in sport.

Sports tourism has been defined in a number of ways. For the purpose of this paper it is defined as comprising one of the following:

1. Involvement in a major event often referred to as a mega-event either as a competitor or as a member of a 'supporting family' such as the governing bodies, officials or the media
2. Participation as members of a college or club sports team who wish to play opposition in a foreign country
3. Attendance at a sporting event, large or small scale, as a spectator; these activities can have a significant impact on both domestic and international tourism, although spectator participation at small-scale events is predominantly a domestic activity.
4. A tourist activity, which includes an element of sports activity to a greater or

lesser extent. This category might include activities such as water sports, golf or flotilla cruising. On a foreign holiday the sports might be undertaken with varying degrees of intensity whilst the primary purpose of the trip is a vacation.

There is therefore a 'grey area' between what might be considered as sports tourism and what is more akin to an activity based holiday pursuing a favourite pastime. Although it is the large scale sporting events, which receive considerable prominence and publicity, it is likely to be smaller scale events that will bring the best returns for developing countries, including Africa.

Mega-sports events

For sport mega events there is some evidence that tourism is a major beneficiary from sport. Starmer-Smith (2003) reports that the Barcelona Olympic Games generated spending of more than £15 billion and prompted a 15 year regeneration of the city with the benefits of a new marina area and an improved cruise terminal in what was a very degenerated part of the city. This emphasis on urban regeneration has resulted in Barcelona becoming a leading short break destination for European holidaymakers in recent years, and its accessibility through the growth of low-cost airlines has added to the tourist numbers.

In Atlanta, which was wholly privately, funded urban regeneration and infrastructure improvement formed a major part of the bid strategy. This ultimately provided large dividends in terms of the growth of business in the city. In terms of sporting success the event was less successful with venues spread over a large area, although the major sporting legacy was the main stadium, which has now been transformed for professional baseball (Nagle, 1999). Table 1 below shows the considerable net benefits to tourism from the Sydney Olympics, where. Additional tourism expenditure over a four-year period either side of the games. Amounted to some £2.4 billion. The pre and post publicity from the games manifested itself in a growth in the Meetings, Incentives, Conferences and Exhibitions (MICE) market with an estimated 200 major meetings taking place in a four-year period either side of the Olympics. In addition the infrastructure improvements, which came with the bid, included better transport and the provision of additional hotel accommodation are clear benefits to long-term tourism potential of the destination. The Commonwealth Games

in Manchester also produced considerable benefits in terms of urban regeneration, potential for more tourism through the expansion of hotels, which will consequently; add to its potential as a sporting venue with further spin offs for tourism.

Table 1: Sydney- summary of costs and revenues

£ Million	Costs	Revenues	Surplus! Deficit
Staging (SOCOG)	793	883	+90
Infrastructure	1,221	432	-789
Elite sports	233	0	-233
Tourism Benefits	5	1,785	+2443
Other benefits	0	1,785	+1,785
Total	2,252	5,558	+3296

Source: ARUP Report summary London Olympics, 2012

However the costs of both bidding and staging such tournaments are very large. For example the cost of the 2012 London Olympic bid alone is estimated at £13 million in

2002 prices with an estimated £6million being recovered in revenue flows with the remaining £6 million coming from the public sector. If successful the estimated cost of staging the games is estimated at £1.8 billion against a projected income of £1.3 billion. The deficit of some £500 million would only be covered if all the projected gains for tourism were realized which also assumes substantial additional investment by the private sector in tourism infrastructure. A successful Olympic bid would leave a legacy of improved infrastructure and urban regeneration in a relatively deprived area of East London, although it could be argued that such improvements will be realized in any case, although an Olympic event may help to speed up development.

An Olympic games is probably the most expensive event to stage but other mega events such as the Soccer World Cup or -even a Cricket World Cup would still require major investment. The involvement -of public sector bodies responsible for sport and tourism is also essential to any successful bid as the marketing of the destination needs to be seen as part of the overall bid strategy and a bid needs to be part of an integrated overall

destination development strategy which may not be wholly dependant on the bid being successful. Government involvement is also essential where capital-intensive facilities and guarantees are required. These factors put a considerable strain on public sector budgets, which might make alternative options more attractive to poorer countries.

The following case studies analyses a variety of sport events in order to identify what might be the best approach for African nations to adopt in the light of their current economic position.

London Olympic Bid

The London 2012 Olympic games is being seen as a coordinated destination development strategy bringing urban regeneration to deprived parts of London. A number of public sector agencies are working together with the private sector to ensure the bid is a success. The UK government as part of its policy for delivering sport and physical activity has indicated its support for major events as part of a long-term strategy. The aim is to improve delivery and manage government involvement of major projects over a 20-year period. This is coupled with the government's objective to strengthen international sporting success by prioritizing those sports, which secure public money taking account of both potential and popularity. This will enhance the 'feel good' factor through sporting success.

The purchase of land in the Lea Valley that will form the main site of the London Olympics is for urban regeneration purposes together with improved road and rail services. Visit London is the Mayor's three year strategic plan for tourism in London achieved through the London Tourism Action Plan (LTAP) This will be delivered by the London Development Agency (LDA) with the London Tourist Board and Convention Center (LTB) dealing with the marketing and promotion activities identified in the plan. This plan includes a market strategy and product development including an improvement in information services and the quality of the visitor experience. It recognizes the need to develop quality facilities in London and in terms of a cogent events strategy for London indicates that it will 'Support the London bid for the Olympics and Paralympics, (2012) ensuring that the tourism implications are addressed' (LT AP,} 003: 42).

The LDA recognizes that from a bidding perspective selling the destination is of

paramount importance. For the bid to be credible all the agencies need to be involved from the outset. Part of the Visit London strategy is to ensure an overall event policy and strategy for the benefit of Greater London. In terms of a successful Olympic bid it will be necessary to demonstrate that London can deliver a number of large-scale events. These might include pop concerts for example, which have a global mass appeal.

The bid is being implemented through the bid company known as 'BIDCO' In terms of governance and policy stakeholders the major UK partners are the British Olympic Association, the UK government and the Office of the Mayor of London with the pivotal role being taken by the LDA. The LDA provides the linkage between the sport and tourism partners, which in addition to the policy stakeholders indicated above, also includes Team London (including the Greater London Authority and Transport for London) and Sport England. Visit Britain have taken a lesser role as under new IOC guidelines National Tourist Offices are not permitted to engage in pro-active marketing until a bid is confirmed. The LDA also has contributed to the Tourism Society 'Think Tank' process that is informing the London Olympic bid. If the bid and subsequent games are to be successful a crucial role will need to be played by the UK government in terms of direction and the ability to make things happen.

The tourism strategy accompanying the Olympic bid will need to co-ordinate the diversity of tourism services in the London boroughs, assess the needs for visitor accommodation, market and promote London as a 'world class' city, co-ordinate a major events strategy and above all ensure that there is a sense of welcome for visitors to London. The latter will be a major challenge for the tourism sector. The LT AP recognizes the problems posed by high staff turnover and key skills shortages in the hospitality and catering sectors and these need to be addressed to ensure that the tourism sector adequately welcomes visitors to the capital.

Soccer World Cup

African nations have a long history of staging the African Nations Cup soccer tournament but more recently they have made a number of bids, some which have been successful to host major international tournaments. Following the end of apartheid South Africa has

taken the lead and was successful in staging the 1995 Rugby World Cup, which provided a big boost for the conference market and tourism. South Africa's bid for the Football World Cup in 2006 included a number of developmental objectives including a boost to tourism, which had leveled off after the success of the Rugby World Cup in 1995. The bid by South Africa marked a further stage in attempting to raise the international profile of that country.

Four other African nations also bid for this 2006 tournament and the final host country candidates included South Africa and Morocco, which led to a split in the final voting, and, although the final vote was very close, Germany was the successful country. Both Morocco and South Africa depended on the support of other African countries. Morocco traditionally has close ties to Europe and being a Muslim country also the Arab world. Morocco remaining in the contest may well have lost vital votes for South Africa.

However despite the disappointment and potential loss of revenue any benefits would need to be set against the possible displacement effect of some visitors postponing or canceling visits because of the likely overload on tourism infrastructure during and just before such a major event. The stadia for such an event require an immense investment and in the case of Barcelona and Sydney many of the sports venues have been under utilized following- the games. The security costs of a major event are also considerable. It was stated that the security costs alone for the forthcoming Olympic Games in Athens would amount to 560 million Euros (AIEST, 2003).

Cricket World Cup 2003

The 2003 cricket world cup was intended to be a tri-nation African tournament hosted by South Africa, Kenya and Zimbabwe. It was an extensive event spanning a period of some five weeks, involving 12 teams and the staging of 54 matches. There were two groups with the top three teams in each group moving onto a 'Super Six' stage. The four top teams from the 'Super Sixes' went on to play semi finals and then the final. A large number of visitors were attracted to the initial stages of the tournament with Australia, England and India attracting a large contingent of traveling supporters although all the teams were able to attract some visiting supporters. However the event was mainly staged in South Africa. The recent warnings about terrorist attacks in Kenya and the political situation in

Zimbabwe resulted in tour companies withdrawing any planned tours to those countries. In addition South Africa and possibly Kenya had the accommodation to support large numbers of spectators but only perhaps South Africa had an extensive network of international air connections.

The Cricket World Cup certainly generated considerable revenues particularly from TV sports broadcasting and sponsorship deals and extensive television coverage. The fine weather, despite being towards the end of the summer in the southern hemisphere, provided a good advertisement for South Africa's tourism industry.

However the tournament was intended to be more of a showcase for just South Africa intending to bring economic benefits to both Kenya and Zimbabwe with a number of the preliminary group matches being scheduled in those countries. In the event England refused to play in Zimbabwe and New Zealand refused to play in Kenya.

The consequences of this went deeper than loss of revenue to those countries from these matches. The forfeiture of points by England and New Zealand provided the points respectively to Zimbabwe and Kenya. The result of this was England in one group and South Africa, the host nation, in the other failed to qualify for the 'Super Sixes'. Zimbabwe and Kenya were the beneficiaries and the loss of the host nation in particular in the final rounds was a serious blow to continued interest and gate receipts for unsold games. These teams were both easily eliminated from the super sixes. The match in Cape Town between India and Kenya who finished third ahead of South Africa, who finished fourth, was poorly attended with many ticket holders staying away with loss of spending at or before the match. This assumes New Zealand would have beaten Kenya, which was always the likely outcome.

However bidding and staging these events costs a huge *amount* of money and in developing countries much has to come from the public sector. The long-term benefits of additional spending and tourism promotion are evident, though maybe not as great as often claimed. The gains for tourism have to be set against the opportunity cost of loss of public spending in other areas, unless the benefits can really bring wider longer-term benefits to poorer people. These events require extensive accommodation provision not

only for the players and traveling spectators but also for the whole 'sporting family' of international governing bodies, judges and other officials. For the Athens Olympics the hotel accommodation requirement is for 17,300 hotel rooms. The International Olympic Committee has booked most of the accommodation in the centre of Athens with tour operators and independently traveling spectators being accommodated within a *two* hour traveling radius and even nearby islands and will be brought by hydrofoil to Piraeus.

African Nations Cup

It is therefore perhaps the best strategy for Africa to develop its sports tourism network more from regional and local competitions. In terms of a large scale sports event the African Nations Cup would certainly fulfill this role bearing in mind the projected growth of regional tourism in Africa (WTO, 1997), even though it might only be seen as a second order tournament rather than being in the same league as an

Olympic Games event or the FIFA World Cup.

However this tournament has not been without its controversies. The Economist in 2000 reported that some players refused to play for their national side, preferring to play for their European clubs instead. The Economist also reported that some stars took part reluctantly fearing reprisals on their families if they did not and criticized players for playing as individuals rather than as a team. There is reported to be widespread embezzlement of revenues from ticket sales and Nigerian players were locked out of their hotel rooms at the African Nations Cup in 2000, as their hotel bills had not been paid. However the Economist conceded that the quality of teams was beginning to improve and Senegal's performance in reaching the quarterfinals of the 2002 Soccer World Cup competition and beating leading European countries along the way is ample evidence of this.

A major benefit from sporting success is the likely increase in participation in that sport from the winning nation. The UK's sport strategy is to increase levels of sport and recreation participation as well as achieving success in high profile sports.

Small Scale Event Sports Tourism

Most of the literature and economic studies of sports tourism focuses on mega sporting events such as World Cups or Olympic Games and important as these are, as indicated above they carry a significant burden of costs and are largely one-off events to a particular country or city. The significance of the economic success of smaller scale sports events should not be overlooked and every year all over the world 'thousands of people travel significant distances to watch their favourite sports on a regular basis,' (Gibson et. al. 2003:181). These might be seen as a third level activity but they are of considerable economic significance and given that they require little or no additional infrastructure investment might be considered as offering greater benefit to the local community.

A number of investigations undertaken into these small-scale events show that such sports bring benefits to host communities who might not otherwise have attracted visitors and the predominant benefits were in terms of local spending on food, drink and also retail shopping. Cambridge Econometrics (2003) has estimated that sport related tourism in England in 2000 generated £155.3 million in admission and participation and £281 million in terms of additional tourism spending including accommodation. Most of this spending for domestic long-stay tourists was in the Southwest who is attracted by the good surf conditions in that part of England. All the major soccer teams attract traveling away supporters to premiership, league and European matches. In addition there are the many supporters who travel to watch their local club play.

College sport in the United States attracts a large following. Gibson et. al. 2003, have investigated the spending patterns of fans who followed the University of Florida's American football team based at Gainesville, Florida. They play an average of five home and five away games each season. 84,000 fans attended the home games, 50,000 of which were non-students. About 80% of the non-student ticket holders came from outside Alachua County where Gainesville is situated. Other University sports especially baseball and basketball also attract large numbers of followers. The study was divided into fans that made day trips called sport excursionists and those staying more than 24 hours; 48% stayed at least one night known as sport tourists. In many cases the home fans sports tourists arrived on Friday night and left on Sunday morning. Table 2 shows the amount of spending for each category.

Table 2: Average Expenditures for attendance at home matches by category of fan.

Expenditure type	Sport	Sport
	Excursionist (\$)	Tourist (\$)
Tailgate supplies	34.12	51.13
Meals	25.68	66.05
Food and drink in the stadium	16.51	17.98
Retailshopping	4.61	17.71
Petrol-	7.38	17.56
Gator souvenirs	26.52	46.11
Accommodation	0	76.84
Average game total	114.82	293.38

Source: Gibson et al. 2003

The excursionists spent around \$115 per match (\$42 on food supplies and meals) and the tourists spent \$293 each (an average of \$77 on accommodation and \$66 on meals).

A popular activity was known as tailgating where fans met up with friends in car parks for three hours or so prior to each match. For those fans that were staying the weekend supplies for tailgating tended to be purchased locally. Souvenirs are the other major item of spending. Fans also attend other events such as the 'University

Homecoming' football game when the alumni come back to the University, a 'fan day' when members of the team are present to sign autographs and an internal 'A and B' squad match which may attract 40,000 fans (Gibson et. al., 2003). All of this adds to the local income generated as a result of sport activity. Other Universities in the USA have 'Halls of Fame' depicting the history of college sports, memorabilia and photographs of sporting heroes of past generations.

Many 'away' supporters often travel to Gainesville. The fact that American college sports are organized on a two-year cycle with opposition teams playing home one year and away the next means that an 'away' trip only occurs in anyone place every two years, retaining the novelty feature of the destination.

Tourism Related Sport Activity

The analysis of mega sports and local sport activity is predominantly sport led activity, which brings economic benefit to the tourism industry. The other type of sport activity that is worthy of consideration is where the participation in sport comes primarily as a tourist trip. North African countries such as Morocco, Tunisia and Egypt and other countries including Kenya and South Africa generate considerable tourism revenue from water based recreational activities around the coast.

This tourism and recreational potential might also be appropriate for other African countries. Wade et. al. for example argue that Tanzania, which is seen predominantly in Britain, as a wildlife destination has not exploited opportunities for coastal tourism in the same way that Kenya has done. Kenya for example has been able to exploit opportunities for a beach-based stay combined with viewing wildlife that has served to extend the tourist season. A longer-term plan to develop the following might be worth considering.

Surfing

This has developed as a very popular sport in South Africa especially centred on Durban. Preston-Whyte, 2002, sees the surf as providing a challenge, which relates to nature, society and space. Surfers shared a number of common values, which bonded people of similar ability together. Due to the different topographical features of Durban's six main beaches, some a result of human intervention, each beach provided a different experience in terms of wave types and social interaction. Some areas were more suited to beginners and a friendly atmosphere prevailed whilst other beaches were for those of higher ability, competitive and exclusive. An interesting feature of the study however was that 80% of those surveyed was in secondary or higher education. This has led to criticism that surfing is exclusive to middle class South Africans.

This is a characteristic the Durban Timewarp Surfing Museum is attempting to overcome. The museum's purpose is firstly to display artefacts connected with surfing, secondly to make use of the museum for institutional surfing related meetings and thirdly to provide for the development of surfing among the township youth thus making aquatic sports more accessible throughout the wider community. The museum, through its bar facility, is intended to provide a 'clubhouse atmosphere'. The museum is however heavily dependent

on one major financial donation. Difficulty in rising other funding and the decline in state funding for arts and culture is perhaps a major challenge facing many African countries today.

Sea Tourism

Maraguodakas (2003) shows how the Greek authorities are hoping to develop open sea based tourism in the Aegean Sea. This area has daily wind speeds of 4-5 on the Beaufort scale with the winds dropping at night. The peak summer season enjoys 4-5 hours sunshine. These conditions provide for challenging sailing.

By contrast within the Ionian Sea there are numerous Islands offering more shelter and safe harbors for flotilla cruising. Travelling from one Island to another during the day is a popular activity providing a more elementary sailing experience for less experienced amateur sailors. Each island provides sightseeing opportunities, has its own unique characteristics and local culture.

The Hellenic Offshore Racing Club (HORC) based in Athens has provided competence training for both Greek and foreign tourists and ten regional training centers have also been established. In addition the HORC has organized sailing events such as the Aegean Rally, Odyssey 2001 for Australian crews and a number of other events. The provision of new meteorological equipment has provided better weather forecasting and since 2003 a Tracker system allows Internet users to follow the race 'live' and have the location and data of every yacht in the Aegean Rally.

Cycling, jogging and walking

Cycling, jogging and walking are other individual recreational activities, which the Greek authorities hope will get a boost from the 2004 Olympic games, acting as a 'showcase' for Greek tourism. The advantage of these activities is that they require very little infrastructure or capital investment and offer a benefit not only to tourists, but also to local residents. Clearly for such developments to be success footpaths routes and facilities need to be maintained and they need to be pursued without any threat to personal safety, but beyond this the costs are relatively low. The great advantage is that they provide a 'free' recreational activity in which most people can participate and give a boost to the health and fitness

of a nation. However it is not necessary to stage an Olympic competition to develop any of the above activities.

Sport for Social and Community benefit BBC News 24 recently showed an example of a social football project in the slum areas of Nairobi that is beset with problems of drugs, crime and violence. Through a charitable initiative local boys from the area have formed teams to compete in a league. Teams have been provided with soccer boots and kit. Progress up the league is dependent not only on the team's performance in soccer, but also the contribution each team makes to a litter-clearing project in the township. As a result of this competition there is evidence of a decline in youth crime and youngsters were give a sense of self-esteem and local pride.

Conclusions

It is the premise of this paper that despite the potential benefits for tourism a first league sports competition such as an Olympic games or Soccer World Cup is not the right way forward for most African countries at the present time. The possible exception would be South Africa with its good stock of hotels and air transport infrastructure. However even in wealthy countries such an event places a considerable burden on public sector budgets. In Greece there has been a new airport, a light rail system is being constructed together with other rail links and considerable highway investment.

These improvements would certainly benefit tourism but for any African nation such a level of investment would need to be set against the needs for health care, housing and education. Even in London the authorities already acknowledge that no considerable profit will be made from an Olympic games, the infrastructure improvements will happen anyway with time and previous experience suggests that it will prove to be more costly than originally planned. Major games in London could also highlight the major shortcomings in hospitality skills in the capital and the inadequacy of the transport network, much of which was laid out in the early part of the twentieth century.

Subject to the qualification set out above, South Africa has been able to demonstrate its potential capabilities of staging a major tournament with its success in staging of the Rugby and Cricket World Cups ably supported by the willing and welcoming assistance of an army of

volunteers. For most African countries until a higher level of economic development is reached, more immediate benefits would come from staging smaller and more local events along the lines of an improved African Nations Cup and local sports competitions between colleges, schools and within townships. Many of these might attract a 'local supporters' following. In addition community sports projects in deprived areas such as that operating in Nairobi is a sure way to use sport as a means of peace and development.

References

AIEST (2003) *53rd Congress, Sport and tourism*, Athens, 7-11 September 2003

ARUP, (2002) *London Olympics 2012 Costs and Benefits, Summary*, Department for Culture, Media and Sport

BBC News 24, *Reporting Africa*, 9 November 2003

Cambridge Econometrics, (2003) *The Value of the Sports Economy in England*; Cambridge Econometrics

Cave, P.I. (2003) *Sport and Tourism- a study of public sector agency involvement with specific reference to major sporting and tourism related events, workshop. Paper to 53rd AIEST Congress; Sport and tourism*, Athens, 7-11 September 2003

Economist, (2000), *in search of team spirit*, 354, (8156) 77

Gibson, H.I., Willming, C. and Holdnak, A. (2003) *Small-scale event sport tourism: fans as tourists*, *Tourism Management*, 22, (3) 181-190

Glyptis, S.A. (1991) *Sport and Tourism*, in Cooper, C. *Progress in Tourism, Recreation and Hospitality Management*, 3, 165-183, London, Belhaven.

London Development Agency, (2003) *London Tourism Action Plan 2003/4-2005/6*, London, LDA

Maragoudakis, I. (2003) *Development of competitive sea tourism, presentation to 53rd Congress, AIEST*, Athens, 7-11 September 2003

Nagle, G. (1999) *Tourism, Leisure and Recreation*, Surrey, Nelson

Preston-Whyte, R. (2003) Constructions of surfing space at Durban, South Africa, *Tourism Geographies*, 4 (3) 307-328

Redmond, G. (1990) Points of increasing contact: Sport and tourism in the Modern World in Tomlinson, A. (ed), *Sport in Society: Policy, Politics and Culture*, LSA Publication, No. 43, Eastbourne, Leisure Studies Association

Standeven, J. and de Knop, P. (1999) *Sports Tourism*, Leeds, Human Kinetics.

Thompson, G. (1997) the time warp surfing museum: A local cultural history museum in Durban, Discussion paper for the South African Museums Association:

Workshop on local museums, ethnicity and cultural awareness, Kwa Muhle Museum, Durban, 22-23 September 1997

Wade, DJ Mwasaga, B.c. and Eagles, P.F.L. (2001) A history of market analysis of tourism in Tanzania, *Tourism Management*, 22 (3) 93-101

Weed, M. and Bull, C. (1997) Influences on Sport-Tourism Relations in Britain: The effects of Government policy, *Tourism and Recreation Research*, 22(2), 5-12

Weed, M. and Bull, C. (1998) The Search for a Sport-Tourism Policy Network in Cooper, I. and Collins, M.F. *Leisure Management - Issues and approaches*, London, CAB International

World Tourism Organization, 1997, *Tourism 2020 vision*, Madrid, World Tourism Organization.