

# Sport events as catalysts for tourism and hospitality development in Libreville, Gabon

Joelle Desiree Odounga Othy & Prof. Kamilla Swart\*  
Department of Tourism and Events Management  
Cape Peninsula University of Technology  
Cape Town, South Africa  
Email: [swartk@cput.ac.za](mailto:swartk@cput.ac.za)

Corresponding author\*

## Abstract

Developing and developed nations are progressively using sport events as a vehicle to promote development, predominantly in relation to economic growth. This study examines sport events as an important and growing part of the event industry to leverage the tourism and hospitality industry growth in Libreville, Gabon. Gabon is a country situated on the west coast of Central Africa. Several studies investigating sport events as tools to leverage tourism and hospitality growth have been initiated in both developed and developing economies; however none of any such have been carried out in Libreville. The main focus of this study is therefore to establish if sport events organised in Libreville accrue positive tourism and hospitality outcomes for the host city and country by looking at the factors that encourage its development; as well as the challenges and opportunities related to organising sport events in Libreville. This study adopted a qualitative approach to data collection whereby eighteen structured interviews were conducted with representatives of sport, tourism and hospitality organisations in Libreville. A thematic analysis of the findings identified, analysed and reported patterns within data. The findings reveal that sport events are undeniably a way to grow the tourism and hospitality industry in Libreville, and Gabon more broadly. Moreover, sport events assist in promoting the image of Gabon. It was recommended that, in order for Libreville, and Gabon, to become an even more competitive destination known for sport event tourism, greater stakeholder collaboration is required at all levels of sport event life cycles.

**Key words:** sport events, tourism, hospitality, development, Gabon

## Introduction

This study is set within the ambit of the impacts of major sports events and seeks to explore how such events can be used to leverage sustainable and responsible tourism and hospitality practices regarding Gabon's hosting of the 2012 Confederation of the African Football's Nations Cup (AFCON). Sport events are an important and growing part of the event industry, comprising the full variety of individual sports and multi-sport events such as the Olympic Games, Federation International of Football Association (FIFA) World Cups and other similar events (Bowdin, Allen, Harris, McDonnell & O'Toole, 2007). Two major sporting events on Africans' calendar are the FIFA World Cup and the AFCON. The FIFA World Cup was first held in the Uruguayan capital of Montevideo in 1930 (FIFA.com, 2013) and first organised on the African continent in 2010 in South Africa. The AFCON tournament is a renowned regional competition and is managed by the Confederation of African Football [CAF] (Foimoukom, 2006). Such sporting events are part of the wider and growing analysis of major events within diverse fields of urban regeneration, economic development, politics and tourism (Baum & Lockstone, 2007).

Bama and Tichaawa (2015) contend that the proliferation of sport events in contemporary times has intrinsically highlighted the need to measure their impacts both in terms of their

positive and negative outcomes on host communities. According to Martin (2007), sport is a multi-billion dollar industry; a dominant and defining force in the lives of millions of people globally. The 28<sup>th</sup> edition of the AFCON, as a third order mega-event due to its continental nature (Cornelisen & Swart, 2006), was co-organised by Gabon and the Equatorial Guinea in 2012. Located in Africa's West Coast, Gabon is often referred to as an African emirate for its production of crude oil. In view of the crisis affecting the oil industry, tourism and hospitality represent a sustainable channel to generate alternative revenue for the country. In August 2008, after winning the bid to host the AFCON, a Council of Ministers of the Gabonese Republic approved the creation of the Inter-ministerial Organising Committee for Strategic Planning of the AFCON (COPICAN). Their mission was to design a list of required infrastructure projects for construction and rehabilitation and to determine the applicable costs. On the proposal of the Minister of sports, COPICAN set up the organising committee for the 2012 AFCON (Gabonews, 2008). In November 2009, the Organising Committee of the AFCON (COCAN) was established with a two-pronged mandate: to organise a successful event and to promote Gabon as a tourism destination (Cocan Gabon, 2012).

To successfully host the AFCON, and provide the country with a modern park of sport facilities, CAF required Gabon to provide of four stadia. Consequently, the "Stade de l'Amitié Sino-Gabonaise de Libreville" (Stadium of Amitié Sino-Gabonese of Libreville) was built. In addition, three other stadia were renovated for training in Libreville namely "Stade de l'Institut National de la Jenesse et des Sports" (National Institute of Youth and Sports Stadium), "Stade Augustin Monedang de Sibang" (Augustin Monédan Stadium of Sibang) and "Stade Omnisport Omar Bongo" (Omar Bongo Omnisports Stadium). According to Gabon (2012), the 2012 AFCON, co-hosted by Gabon and Equatorial Guinea, gave a boost to the hospitality industry in terms of occupancy rates of hotels between January and September 2012, which grew by 23% compared to the same period in 2010. In anticipation for the organisation of the AFCON, the Gabonese government built three hotels in Libreville namely: "Onomo", "Héliconia d'Agondjé" (Héliconia of Angondjé) and "Héliconia de Nzeng-Ayong" (Héliconia of Nzeng-Ayong), aimed at meeting the accommodation requirements of the event. The COCAN further relied on existing hotel facilities such as the "Méridien Ré-Ndama", the Okoumé Palace and The Nomad (Cocan, 2012).

Besides the AFCON, Gabon hosts several major sporting events such as "La Tropicale Amissa Bongo", an international six stage cross country road cycling race held once a year with the start and end stages hosted in Libreville Gabon. The race consists of a men's competition pitting African 'amateurs' against professional European riders. Libreville also hosted the "Gabon International Marathon" from the 30<sup>th</sup> November 2013 to the 1<sup>st</sup> December 2013 (Class 1, 2013; Mombo, 2012); an event which attracted about 5000 participants and more than 20000 spectators (Safou, 2013). Moreover, the 10<sup>th</sup> edition of Gabon's Cup of Taekwondo was held on the 29<sup>th</sup> June 2013 in Libreville and attracted about 582 spectators (Ndong, 2013). Additionally, according to Nze Bekale (2013), Libreville hosted a two day motocross event, "Libreville International Moto Show", for the first time in June 2013 and since then the event is being held every year.

Every major sporting event has a number of objectives and benefits that the host countries aim to achieve. Such benefits as stated by Song (2010) include newly constructed event facilities and infrastructure, urban revival, enhanced international reputation, increased tourism, improved public welfare, additional employment, local business opportunities and corporate relocation. Although this seems to be a positive step for the host nations, De Aragao (2015) hypothesises there are also real expenses these sport events generate. Bohlmann and van Heerden (2005) note that hosting major sport events (and mega-events in particular) could become an even worse investment for developing countries than for developed countries. Currently there is a lack of information and understanding on how major sporting events could

benefit the tourism and hospitality industry in Gabon and this study intends to contribute accordingly.

## **Literature review**

According to Darnell (2012), recent years have seen increased recognition, promotion and institutionalisation of the role and contributions of sport events within the struggles for just and sustainable development. According to Hudson (2012) tourism represents an amalgamation of services and goods for a human activity that takes place at a specific distance away from the tourist's usual home. Bama and Tichaawa (2015) view sport and tourism as being vital elements for success in both developing and developed countries. Consequently, host cities attribute great importance to factors such as the event's economic implications, event-related income and the development of tourism. Research has looked at the socio-economic and political implications of staging sport events for host cities with an attempt to identify the associated benefits, by measuring either the extent to which such benefits offset the costs or the extent to which such benefits can be sustained in the long-term (Gratton, Shibli & Coleman, 2006; Higham 2005; Gotham 2005; Weed 2008). Cornelissen, Bob and Swart (2011) suggest that governments from both the developed and developing countries show interest in hosting major sport events as a way of stimulating development.

Getz (2010) asserts that sports events have been seen as a way of reviving communities, of attracting investment opportunities, and of conferring benefits to the host destinations, while also acting as a marketing tool for the host destinations; assisting in attracting repeat visits and emerging markets post the event. In the discussions of Taks, Meagan, Wwood, and Snelgrove (2015), various authors have mentioned a variety of impacts that sport events can have on local communities. While not all destinations have the capacity of hosting first order mega-events (FIFA World Cup, Olympics), and second order mega-events (Commonwealth Games, Rugby World Cup) certain destinations are more suited to bid for third order mega-events such as AFCON.

## **The interdependence of sport and tourism**

Since the mid-1990s, sport tourism has been identified as an important and growing sector of the sport and tourism industries and since then, its development has taken impressive proportions (Gibson, 1998; Travassos, 2008). Gibson (2005) defines sport tourists as those individuals who travel away from their home community and are either actively participating, watching or visiting sport attractions. Sport tourism is therefore activity undertaken by people visiting a destination for the primary purpose of participating in or viewing sport (Turco, Riley & Swart, 2002). Sport tourism has seen phenomenal growth, stimulated by international tourism, development and the commercial expansion of sport (Cornelissen, 2007). She further highlights the inherent synergy between sport and tourism as they both contribute to economic growth and provide economic opportunities. Turco *et al.* (2002) assert that sport participation and attendance has become a global phenomenon and international sport competitions have increased the growth of the world tourism market. They explain that the augmented demand for sport programming from television broadcasters and the significant amounts of money spent by corporations on sponsoring teams and events have also contributed to this growth. Maguire (n.d.) notes that evidence of this growth can be seen in the birth and establishment of global competitions such as the Olympic Games and FIFA World Cups, and are all indicative of the occurrence of globalisation in the sports world. Events are the most common type of sport tourism activity, ranging from small scale to hallmark and mega-events (Swart & Bob, 2007). Tomlinson and Young (2006) state that worldwide nations aspire to stage sport events and therefore, political economy has driven the involvement of nations of the world in sport

events. Woods (2000), notes that the term 'political economy' is used to describe the changing relationship between political systems both national and international and economic forces. In other words, it is concerned with how policy-makers are being affected by economic forces, and how they themselves affect these forces. Consequently, political economy specifically analyses aspects of public policy by focusing on how these public policies are created and implemented within different settings (Woods, 2000).

Hinch and Higham (2004) note that appropriate stakeholder partnerships are required to promote sport tourism in all its forms. As defined by Freeman (1984:31), stakeholders are "those groups without whose support the organisation would cease to exist". Furthermore, Goodpastor (1991) identifies stakeholder groups as a great number of interrelated individuals such as, suppliers, customers, creditors, competitors, government and communities. To Donaldson and Preston (1995:70) stakeholder theory is a theory that "... is intended both to explain and to guide the structure and operation of the established corporation". More recently, the concept of stakeholder theory has also been applied in the tourism sector for the purpose of planning and managing destinations (Kimbu & Ngoasong, 2013). Swart and Bob (2007) therefore contend that the role of stakeholders is to identify opportunities and strategies to maximise the tourism benefits of sport activities through coordinating, planning and sharing of resources and information. They explain that any sport tourism strategy should consider all levels of participation and a range of sport types, including recurring as well as once-off events in order to ensure longer-term sustainability (Swart & Bob, 2007).

The term "sustainable development" came into prominence in the 1980's, when the International Union for the Conservation of Nature and Natural Resources (IUCN) presented the World Conservation Strategy (WCS) with "the overall aim of achieving sustainable development through the conservation of living resources" (IUCN, 1980). Hosting sport events has been commonly identified as a pro-growth strategy to cities' renewal in the world (Chen, 2006). The UNWTO (2005:11) defines sustainable tourism as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". Thus, a sustainable event is one designed, organised and implemented in a way that minimises potential negative impacts and leaves a beneficial legacy for the host community (Sustainable Events Guide, 2013). It is noteworthy that when tourists have to visit the place of production in order to consume the output, impacts will be brought upon the physical environment in which it takes place (Cooper, Fletcher, Gilbert & Wanhill, 1998). Hence the adoption of the triple bottom line approach by event organisers who address the social, economic and environmental benefits of hosting sport events in symbiosis with the environment (Bob & Swart, 2010; Bennett, Jooste & Strydom, 2005).

### **Sport events advantages and disadvantages to host destinations**

Host cities have witnessed significant benefits for staging sport events. Malfas, Theodoraki and Houlihan (2004) associate the leveraging benefits of events with political, social, economic, physical and cultural impacts. Indeed, cities are interested in hosting mega-events as they have the power to deliver lasting benefits which can considerably change a community and enhance its social development image and awareness levels (Horne, 2007). Such events have the ability to regenerate urban areas and create employment both during the pre- and post-event period and at times require the creation or renovation of infrastructure in order to accommodate the high volume of visitors who attend these events (Insight Department Visit Scotland, 2012). According to Bama and Tichaawa (2015) sport events usually require the construction of new or substantially refurbished facilities, often rehabilitating former industrial and brown field sites, infrastructure which after the events are over can then be used by the host communities. Even though the tangible and physical improvements to host cities and

regions are obvious benefits to business and tourism as highlighted by Tichaawa, Bama and Swart (2015), a plethora of researchers have also noted that it is the intangible impacts, such as new commercial networks, enhanced skills, new ideas and a positive world image, which can have longer-term significance for urban transformation (Chappelet, 2012; Preuss, 2007; Silvestre, 2009).

Proponents of major sport events have often been attracted by the promise of positive expectations (Riegel, 2011). Consequently, such sporting events can also involve major infrastructure investments, some of which might have limited post-event utility (Tichaawa & Bama, 2012). Yates (2010) argues that the probability of these kinds of facilities being extensively used by local residents after the event is minimal. For instance Barclay (2009) notes the case of South Korea where some stadiums used for the 2002 FIFA World Cup co-hosted with Japan became white elephants and had to be demolished in the aftermath of the event. Moreover there seems to be an unspoken understanding among scholars that developing nations who often face socio-economic challenges, have adopted a gradualist approach in bidding for sport events (Cornelissen, 2004). Cornelissen (2004) explains that these countries would first aim for low costing and least demanding on their infrastructure, and slowly move to big events due to the fact that the latter have higher costs for bidding and hosting. Furthermore, she lists the construction of new stadiums and sport facilities as being one of the most important infrastructural developments required when bidding for such sport events. Apart from the increased cost of infrastructure, Pettinger (2009) also argues that hosting of these events also requires high safety and security costs that cannot be met through sponsorship and ticket sales alone. Toohey and Taylor (2008) highlight that risk management has become an aspect of sport event planning receiving most attention throughout the organisation of the event. Thus sporting events require a great deal of management and planning by the respective stakeholders in order to contribute to positioning the destination as a sustainable sport tourism destination.

Chalip (2006) highlights the need to strategically use resources to leverage the best desired outcomes of hosting such events. In this context, leveraging is considered as the process through which the benefits of hosting mega-events are maximised (Chalip, 2004; O'Brien, 2006). Chalip (2004) notes that leveraging in order to achieve favourable short- and long-term outcomes for host communities is best accomplished through the provision of networking opportunities among key stakeholders. Furthermore he contends that partnerships are facilitated by purposefully programming opportunities for networking between hosts, government stakeholders, external media, sponsors and business instead of an adhoc approach. Additionally Chalip (2006) asserts that, leveraging has the strategic and tactical focus of identifying strategies and policies that can be implemented prior to and during an event in order to generate desired results.

Chalip (2004) developed a model to enhance economic impacts associated to leveraging an event. The model was aimed at using event leveraging to put in practice a set of activities to be undertaken in order to maximise the long-term benefits of hosting events. According to the model, the first goal is to optimise total trade and revenue from the event by (a) enticing visitors to spend, (b) lengthening visitor stays (which also increases visitor spend), (c) retain event expenditures (i.e., keeping event expenditures in the local economy), and (d) using the event to foster business networking and enhance business relationships. Secondly the model proposes to “enhance host destination’s image” through the media attracted by the event by (e) showcasing the destination in event advertising and reporting, and (f) featuring the event in (some) host destination advertising and promotions (Chalip, 2004). Citing Kellett, Hede, and Chalip (2008), Tichaawa and Bob (2015:4) observe that “one of the main challenges in leveraging an event is to identify leverageable event assets and then to formulate the necessary means to capitalise on those assets”.

## Methodology

This article adopted a qualitative research method to achieve its objectives. Gravetter and Forzano (2009) highlight that as opposed to quantitative research, qualitative research produces more of a narrative report which involves in-depth consideration of non-numerical data. To handle the emerging questions from this research, primary and secondary sources of data were collected. Secondary sources of data examined the relevant literature on sport tourism, major and mega-events and hospitality to form a basis for the study while the primary source of data used in the study was obtained through interviews which has included the use of an interview schedule. Interviews were personally administered to the interviewees which allowed a one-on-one interaction between the researcher and the respondents. According to Gill, Stewart, Treasure and Chadwick (2008), interviews assist in providing a deeper understanding of social phenomena that would be obtained from wholly qualitative methods. In this study, the researcher designed an interview schedule that was likely to yield as much information about the development of the tourism and hospitality sector in Libreville through the hosting of sport events and to consequently be able to address the aims and objectives of the research. For the purpose of this study, the researcher used semi-structured interviews. The interviewer developed and used an interview guide during the months of June-July 2014 that comprised a list of questions and topics which aimed at discovering the factors that encouraged the city of Libreville to organise major sporting events as well as portraying the possible challenges and opportunities of organising sport events in Libreville. The respondents also enumerated few of the lessons learnt from some of the major events hosted in Libreville for the tourism and hospitality industry and their opinions on how to strengthen the sport event industry in order to support tourism and hospitality development in Libreville. The interview guide contained open-ended questions that were tape-recorded and later transcribed for analysis.

The researcher selected respondents purposively based on their knowledge of the subject under investigation being the hosting of sport events in Libreville as a vehicle to leverage the growth of the tourism and hospitality industry. As such, it was important to obtain a broad overview of the stakeholders' perception for more representative data. Hence, the selected sample size of 18 stakeholders identified from within the tourism, hospitality and sport organisations in Gabon. Eight interviewees represented hotel establishments which accommodated visitors during the AFCON and other events. Three represented the national tourism department and the remaining seven were organisers of the 2012 AFCON and other sport events in Libreville including the Libreville International Moto Show, the Gabon International Marathon, the Tropical Amissa Bongo and the Night of Martial Arts. To make sense of the data collected (interviews), the researcher adopted a systematic approach, viz, thematic analysis.

## Thematic analysis

Braun and Clarke (2006:79) indicate that thematic analysis is an independent qualitative descriptive approach described as "a method for identifying, analysing and reporting themes within data". Fereday and Muir-Cochrane (2006) notes that thematic analysis recognises patterns within the data, where emerging themes become the categories for analysis. As a flexible and useful research tool, thematic analysis involves the search for and identification of common threads that extend across an entire interview (Vaismoradi, Turunen & Bondas, 2013). Thematic analysis is considered as a purely qualitative method (Gill *et al.*, 2008) often applied in the process of data analysis. This process consists of reading through textual data, identifying themes in the data, coding those themes, and then interpreting the structure and

content of the themes (Guest, MacQueen, & Namey, 2012). Table 1.1 outlines the 6-phase guide to doing thematic analysis according to Braun and Clarke (2006) which was followed for this study.

**Table 1: Processes of data analysis in thematic analysis (Braun & Clarke, 2006: 35)**

No	Analysis phases	Analysis descriptions
1	Familiarising yourself with your data	The data have been transcribed to an appropriate level of detail, and the transcripts have been checked against the tapes for "accuracy".
2	Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3	Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme.
4	Reviewing themes	Checking if the themes work in relation to the coded extracts and the entire data set, generating a thematic map.
5	Defining and naming themes	Ongoing analysis for refining the specifics of each theme and the overall story that the analysis tells, generating clear definitions and names for each theme.
6	Producing the report	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a report of the analysis.

Furthermore, and in relation to the phase of familiarising yourself with your data, Vaismoradi *et al.*, (2013) explain that it is expected that the researcher transcribes the interview, and obtain the sense of the whole through reading the transcripts several times. After reading and familiarising with the data, the researcher generates an initial list of ideas about what is in the data and what is interesting about them. This phase then involves the production of initial codes from the data. In phase 3, all data have been initially coded and collated and the researcher has a long list of the different codes identified across data set. In this phase, the researcher re-focuses the analysis at the broader level of themes, rather than codes in other words, this phase involves sorting the different codes into potential themes, and collating all the relevant coded data extracts within the identified themes. Phase 4 begins when the researcher has devised a set of candidate themes. This phase involves the refinement of those themes. After having a satisfactory thematic map, the researcher then defines and further refines the themes that will be presented for analysis (Braun & Clarke, 2006). The final phase of data analysis relates to reporting the result of the previous stages and is especially highlighted as the final opportunity of data analysis (Vaismoradi *et al.*, 2013).

## Results and discussion

Respondents in this study were asked to present their views on how sport events can be used as a catalyst to develop the tourism and hospitality sector in Libreville, Gabon. For the purpose of this article, the focus will be on the respondents' views on how sport events contribute to the economic growth of Libreville and on the respondents' views on whether businesses leveraged the opportunities associated with the hosting of sport events in Libreville. Finally, the study will also discuss the respondents' opinions on some of the challenges using sport events to increase tourism in Libreville. Each section will discuss the different themes that emerged from the data.

### Respondents' views on how sport events contribute to economic growth of Libreville

Most of the stakeholders identified several key points in relation to how Libreville benefited from hosting sport events in terms of economic growth. These themes are interlinked and dependent on each other as illustrated in Figure.2.

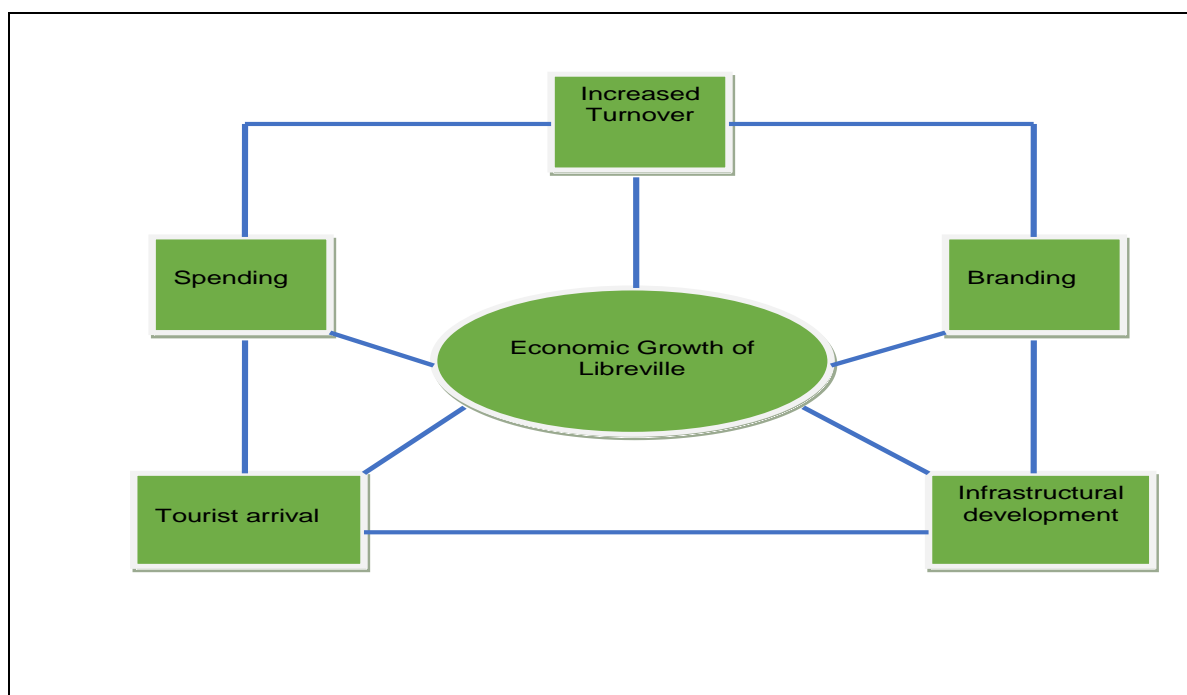


Figure 2: Themes on the contribution of sport events to the economic growth of Libreville

The most important theme that was particularly accentuated by most of the respondents agreeing that sport events contribute to the economic growth of Libreville in a sense that it leads to infrastructural development. The respondents stated that Gabon's co-hosting of the 2012 AFCON led to the development of stadia, roads, building of hotels among other developmental initiatives; and contributed to the development of the country. A respondent from the AFCON stated in the following quote:

*"Built infrastructure, increased hotel capacity, sport infrastructure, road infrastructure, ambulance and hospital equipment advancement, security reinforcement. Everything that has been built for the AFCON stayed in the country".*

Another recurring theme mentioned by the respondents was tourist arrivals. They agreed that sport tourism events in Gabon leads to an increase in tourist arrivals. Many tourists arrive at the airport or train station, stay in hotels, and use public transportation. A key respondent from one of the accommodation establishment was very enthusiastic about this theme when he stated:

*"In a general point of view sporting events usually attract a lot of people. People come in mass to attend sport events in Libreville especially the AFCON."*

This theme is strongly supported by Barget and Gouguet (2012) who consider that generally, mega-sporting events can generate significant economic impact on host territories, especially through the arrival of many tourists. As stated by Spronk and Fourie (2009), these events have an influence on tourism, which have great social and economic significance for the location or region in which they are held. Beside tourist arrivals, many respondents stated that tourists who come for sport events also participate in a range of tourist activities. This was emphasised by a representative from the tourism department who said:



*“They will make use of the local products; they will spend for catering and accommodation etc.”*

In view of the above statement, George (2004) notes that the hospitality is a sector of the tourism industry that provides food and shelter to the tourists such as accommodation, meals and beverages. Sport tourists tend to spend money on food and shopping while attending games which is their main motivation (Gibson, Willming & Holdnak, 2003). Further, Tichaawa, Bama and Swart (2015) also emphasise that visitors who came for the purpose of the 2010 FIFA World Cup also engaged in spending their money on shopping, food and drink and leisure. In fact, they spent on various things ranging from flights tickets to entry visas, accommodation and catering, transport and other leisure activities during their stay at the tourism destination. More direct sport event expenses include event tickets, sport memorabilia (T-shirts, caps, flags etc) and other event-related articles.

Moreover, in this study, respondents highlighted that visitors who come for sport events also spend foreign currencies. A respondent from one of the accommodation establishments stated that:

*“Foreigners are coming for the event so obviously they bring foreign currencies and spend in the country what will boost the economy of the country though I do not have the exact rate.”*

According to Oosthuizen (2010), one of the direct benefits to a destination in terms of sport and tourism is cash due to the high spending nature of sport tourists. Referring to his statement, another respondent from one of the accommodation establishments supported the opinion of the previous respondent when she stated the following:

*“People are travelling in the host country in the purpose of the event. When they come they bring foreign devise such as Euro/dollar and make use of local products.”*

Two stakeholders both from hotel establishments and one from a sport organisation mentioned an increase in economic operator’s turnover namely: hotels, catering services, car rentals, sport bars etc. They noted that during the hosting of sport events, local companies tend to register record high turnover and are then able to market themselves above and beyond their usual capacities. A respondent from one of the hotels highlight the way sport event contributes to the economic growth of Libreville through the organisation of sport event in the following excerpt:

*“By attracting a lot of tourists, hotels, restaurants and transport sectors will increase their turnover”.*

In addition to the question of sport event as a contributing factor to the economic growth of Libreville, this study identified another theme that emerged from two key respondents from sport and tourism organisations. They both expressed their thoughts about the relationship between sport event hosted in Libreville and branding. A key respondent and organiser of one of the major sport events stated that:

*“The event shows the image of Gabon overseas and more people come in the country and it increases its economy”.*

Vasconcelos (2012) asserts that a positive image creation relies on the enhancement of local features that make a city stand out among competitors, marketing its key attributes, whether they are cultural, social, economic or technological and to form a brand image which can be immediately associated to that place, whenever someone refers to it. To that end, the hosting of sport events in Gabon can globally market the country by exhibiting its various aspects. Here, it can be noted that potential investors through branding and media channels can be interested in creating partnerships with the public or private sectors in the aim of supporting the development of the country; not only in terms of tourism and hospitality industry growth but in other sectors as well. Also, branding can with no doubt motivate the accrued movement of people in the country for tourism, business or leisure purposes. Furthermore, to what has been previously said, a representative of the tourism department strongly agreed by sharing the same opinion as quoted below:

*“The AFCON, the Marathon, the Tropical Amissa Bongo or any other sport event allows people to discover Gabon as they tour around all the provinces of Gabon...”*

Despite the fact that respondents were very positive about how sport event contribute to the economic growth of the country, some were cautious about how these benefits are measured. A respondent from the tourism department in Libreville was concerned about the extent to which the benefits are leveraged and the extent to which they are measured. From his opinion:

*“We cannot confirm those events have a direct or indirect effect whether positive or negative as long as no one has ever evaluated them. We must be able to say we came from 0-... but if we don't have exact statistics that can prove it has created impacts..., no evaluation is being done be it in sport or in another kind of event. As a professional of tourism we still have problems to evaluate the AFCON and what it brought...”*

From that view, the researcher identified a few challenges related to the study under investigation. That is, the lack of policies or method that will assist in measuring the return on the investment made from sport events. However event evaluation is of paramount importance yet event managers seem to be underutilising this practice (Masterman, 2004). According to the Commonwealth of Australia (2000), this issue is even more contentious for event financed by public funds as there seem to be great disparities in the approach used to assess economic, social and cultural impacts; between government agencies and research companies due to lack of a standard procedure.

Swart and Bob (2007) mention the case of South Africa where socio-economic impact studies are only undertaken on an adhoc basis at specific events which make comparisons and evaluations of events unpredictable. The inability of establishing a methodology to consistently analyse the impact of sport events in Libreville inclined the researcher to find out if businesses leverage positive benefits from sport events held in Libreville. The next section will focus on the respondents' opinions on whether businesses leverage the opportunities associated with the hosting of sport events in Libreville.

#### **Respondents' views on whether businesses leverage the opportunities associated with the hosting of sport events in Libreville**

Respondents' views on whether businesses leveraged opportunities associated with hosting sport events in Libreville was overwhelming in their similarities. Most of the respondents were very enthusiastic and positive about it. Their reaction to the question was grouped according to the establishment of the respondents. They all said that businesses do leverage the

opportunities associated with the hosting of sport events in Libreville and further they mention the companies or kind of industries that actually manage to get the best possible benefits from sport events in Libreville and explain how it is done. These responses are elucidated upon in Table 2 and is presented according to the different establishments and what they deemed as the opportunities they leveraged from the hosting of the 2012 AFCON tournament in Libreville.

Evidently, staging sport events have the power to generate benefits for different types of businesses. Local businesses have the potential to benefit greatly because people are away from their place of origin for the purpose of attending a sport event and therefore need shelter and food. Also, during mega-events such as the AFCON, the need to go from one place to the stadium or elsewhere to visit. For example, transport companies experienced high demand for shuttle services. A respondent from the hotel sector mentioned in the following quote:

*Yes they do benefit. For example, companies that print sport-shirts, and transport people to the stadium, airlines as well.*

**Table 2: Businesses leveraging from the opportunities of hosting of sport events in Libreville**

Respondents' views on whether businesses leverage the opportunities associated with the hosting of sport events in Libreville	
Establishment	Responses
Hotels	<ul style="list-style-type: none"> <li>• High demand for shuttle services (car rental, public buses, taxis etc.)</li> <li>• Higher occupation rate in hotels (event participant, event officials, media etc.)</li> <li>• Airline companies</li> <li>• Travel agencies</li> <li>• Small and medium enterprises (printing and branding companies)</li> </ul>
Sport	<ul style="list-style-type: none"> <li>• International event broadcasting</li> <li>• High demand for accommodation and catering (hotels, restaurants etc.)</li> <li>• Mass advertisement (TV, radio posters etc.)</li> <li>• Larger market share for local companies (telecommunication – Transport – Publicity – Event companies - Insurance)</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Small and medium enterprises (snack bars, guest houses)</li> <li>• Sponsors (banks)</li> <li>• Construction companies (stadia and hotels newly built)</li> </ul>

Also, considering the event taking place in Libreville, not only hotels, restaurants, guest houses and transport companies will benefit but all other businesses as well that could benefit from local investment caused from the staging of sport events. In fact, retail businesses as well receive a boost from sporting events staged in Libreville. As mentioned by a respondent from the tourism department:

*Yes, owners of snacks bars for example had to buy big plasma screen so that people that could not go to the stadium could watch soccer in their snacks and drink at the same time. Also catering companies benefited. Small enterprises have been created a lot.*

A less tangible, yet richly and significant way for businesses to leverage the opportunities associated with the hosting of sport events in Libreville comes from the media exposure offered by International broadcasting. This point was accentuated by a respondent from a sport organisation who said:

*“Lately we have succeeded to partner with CANAL+ which is an international TV channel...so we can promote our product through media...”*

Moreover, sport events hosted in Libreville creates awareness or visibility of sponsors through the design of items and products such as sweatshirts, pens and bags with their company's logo in order to reach a wider audience for easy retention and recognition. A respondent from a sport organisation said:

*Yes especially sponsors. They use the event to give them more publicity...they give prizes to the winners of the event and get more recognition. Last time we got a very nice sponsor, I will not mention the name of their company but what they got after marketing our event was even three times more than what they spent by being our sponsor.*

Hosting these successful international iconic events assisted in elevating the image of Libreville and presented it as a sport event destination. Although, many companies experienced increased utilisation during sport events, looking at the Chalip (2004) model however it seems that tourism and sport stakeholders failed to fully leverage the opportunities of hosting sport events. Furthermore, even though sport event brought positive returns at the destination, it was not without costs. The following section highlights the challenges faced using sport events to increase tourism in Libreville.

### **Respondents' views on some of the challenges using sport events to increase tourism in Libreville**

A question was asked to the respondents as to what challenges are while hosting sport events in Libreville. The results provide an overall description of the situation being studied as experienced by those involved in the organisations of sport events in Libreville. Common themes were identified across stakeholders.

#### **Theme 1: Insufficient infrastructure**

Looking at the infrastructure, respondents indicated the importance of the existence of infrastructure or lack thereof. Daniels (2007) suggests that a city needs to have a developed economy and tourism industry in order to sustain the demands a sport event brings on to the host city's services and economy. The inability of Libreville's airports, roads, hotels and other utilities to keep pace with development is a major policy concern while hosting these events. Therefore, to stage events, the city of Libreville should ensure that hotels, roads and stadia are renovated and are modern to meet tourist expectations otherwise the hosting of sport events will be hampered. A respondent from the tourism department stated in the following quote:

*"... infrastructure is not advanced..."*

In order to host the AFCON in excellent conditions, and provide the country with a modern park of sport facilities, CAF required the provision of four stadia for the competition, as outlined previously. Furthermore, in anticipation of the organisation of the AFCON, the Gabonese government built three hotels in Libreville and relied on existing hotel facilities, as mentioned. Thus AFCON contributed to upgrading the required infrastructure for hosting mega- and major sport events. However, it may be necessary to focus on supporting infrastructure that will be beneficial to the tourism and hospitality industry in a more sustainable manner.

#### **Theme 2: Skills shortage**

The success of the 2012 AFCON in Gabon depended on how well employees of hotels and other staff member from other departments involved in the organisation of the event performed. Few respondents mentioned the skills gap that is in fact preventing employers from finding the talent they need. Skill shortages especially within hospitality are mostly experienced in the related sector of tourism and hospitality in Libreville. Indeed, candidates lack essential skills, particularly in professional positions and skilled trades. Consequently, the government had to collaborate with educators and agencies from the private sector to design and finance education and mentoring programs to improve on the human resource skills of the candidates for the purpose of the AFCON as there was a lack of trained human resource. In the following excerpt, a respondent from a sport organisation stated the following:

*“...people are not trained, challenges are human... due to the lack of trained human resource, we recruited between 3-4 thousands Gabonese who pretended to have certificate in the hospitality sector. So we had to bring international trainers to work in the 7 hotels that have been built for the AFCON. That was a big issue!”*

Therefore, the lack of employee training is unfavourable to the hosting of sport events as it necessitates extra spending to have a well trained workforce in order to meet the event expectations.

### **Theme 3: Lack of funding**

Gabon is classified as a Middle Income Country (MIC) with per capita income of around USD 7 370 (Operations Department Centre Region: 2011). In other words, Gabon is a third world country with a particularly weak economy and as an emerging and developing nation, it currently faces important financial challenges which can impede the hosting of sport event. Few respondents noted that to obtain maximum results in sporting events, sport associations definitely need additional funding from the government to enhance high performance and improve the country's pride when it comes to international sporting achievements. Other sport events hosted in Libreville most of the time experience insufficient financial support from the government which obstructs the sporting excellence expected by the public. A respondent from a sport organisation asserted:

*“We want to promote martial arts in Gabon and for that we need role models and we have to travel and find them”.*

Here, the respondent is trying to illustrate the lack of funds that makes the hosting of the event quite unprofessional as it is very expensive to travel to Asia and bring a group of people in Gabon. Seemingly, funds are not equitably distributed among different sport events which could be addressed by having a portfolio of sport events of different sizes which are selected based on the sport and tourism objectives they set out to achieve (Swart & Bob, 2007). According to Weed and Bull (2004), establishing the interchangeable link between sport and tourism development is a way to have access to additional funding. Furthermore, they assert that to maximise the cross-funded benefits of sport and tourism, it is important for the two agencies to collaborate. In this way, funding for both sectors can assure a flexible and appropriate provision of facilities for both local sport and tourism use.

### **Theme 4: Corruption**

A respondent mentioned corruption as an important challenge encountered in the nation of Gabon. The country is facing bureaucracy problems. Most of the important decisions were

taken by state officials rather than by elected representatives of sport events associations in Libreville who were not involved in the planning of the AFCON. Instead, another committee created by the government came to existence. Svensson (2005) suggests that corruption is rampant in the developing world and more prevalent in developing countries than in rich ones. In the case of Libreville, respondents expressed their opinion about the fact that every department wants to have the opportunity of having the budget in their department for the organisation of a particular sport event as though it will not exactly be used for the purpose of the event. As stated by a respondent of a sport organisation in the quote below:

*“...each department wants to have the opportunity of having the budget for a particular event in their department but it will go to people’s pockets not for the project”.*

### **Theme 5: Insufficient marketing**

Gabon has the potential to be a premier international and domestic tourism destination through sport tourism, cultural tourism, eco-tourism etc. Although, there is a lack of a marketing and development strategy, especially in terms of tourism product development as well as a strategy of entering outbound tourist markets in addition to communication and dissemination. This point was raised by a respondent from the tourism department who said:

*“...one of the biggest challenges we faced was is in terms of tourism conception. While visiting a country for a sport event purpose, visitors have the desire to see the attractions and tourism product Gabon has to offer. However the organisers never provide enough time after the events...”*

According to Getz (2008), events are highly valued as attractions, catalysts, animators, place marketers and image-makers and have for primary objective to promote tourism to a destination, both business and leisure travel. Apparently, from the opinion of Getz and the interviewee’s response, we can note that the real essence of events does not make the most of its features to promote Gabon as a tourism destination. One way of maximising the presence of tourists in the country as per Chalip’s model (2004) is to build the host destination’s brand by showcasing the destination in event advertising and promoting some of the host destination’s features in order to optimally leverage mega-events in the long term.

### **Theme 6: Lack of involvement between departments**

Interdepartmental cooperation is very crucial to an organisation’s success (Oswald, 2013). For the organisation of sport events in Libreville to succeed, every department should work hand in hand with a common purpose and understand their individual and department’s roles in achieving those goals. But unfortunately, without adequate communication, there’s a lack of understanding about what each department is supposed to do to achieve the shared goals. Hence, the following quotes from a respondent of Tourism:

*“There is a communication problem between the departments supposed to be involved in the planning of sport events”.*

For more emphasis, another respondent of Tourism said:

*“When we host major sport events there is a lack of involvement in a way the department of tourism is not involved”.*

Swart and Bob (2007), assert that the growth of sport tourism can only be assured if there is collaboration and understanding between the different organisations and stakeholders about the sport tourism phenomenon as well as the mutual benefits and advantages of establishing alliances between the sport and tourism sectors. As a matter of fact, successful partnerships require partners who recognise their mutual interests (Swart & Bob, 2007), and this approach is required for the successful development of sport tourism in Gabon.

## **Conclusion and recommendations**

The focus of this article was be on the respondents' views on how sport events contribute to the economic growth of Libreville and on the respondents' views on whether businesses leverage the opportunities associated with the hosting of sport events in Libreville. The study also focused about the respondents' opinions on some of the challenges using sport events to increase tourism in Libreville. The different themes that emerged from the data were increased turnover, spending, tourist arrival, branding, infrastructural development, insufficient infrastructure, skills shortage, lack of funding, corruption, insufficient marketing and lack of involvement between departments

The primary benefit of hosting sport events was the perceived change to the physical appearance of Libreville through the infrastructure required for the hosting of sport events such as hotels, roads and stadiums. Furthermore, it was acknowledged that sport events constitute a platform for entrepreneurs in terms of business opportunity linked to increased tourist arrivals and associated spending. Thus all economic actors in the city of Libreville have the potential to leverage benefit from events and are not confined to tourism businesses only. However, a concern that was raised and should be addressed is the lack of policies or method that will assist in measuring the return on the investment made from sport events.

Secondly, the study intended to find out about the challenges faced using sport events to increase tourism in Libreville. From the results, it can be concluded that the organisation of sport events in Libreville has many challenges that need to be overcome to further enhance the sport tourism event industry. Additionally, concerns were raised that Libreville and the country at large lacked service oriented skills. The tourism and the hospitality sectors do not have enough people trained to professionally cater for the needs of delegations, officials or athletes who expect the best possible services. The lack of event funding was perceived especially among sport event's organisers which usually hinder the professional hosting of events. Furthermore, corruption was highlighted as one of the main issues which can easily slow down the development process of tourism through the hosting of sport events in Libreville. In addition, stakeholders pointed the fact of not being able to develop a marketing strategy that will promote tourism in the country synergistically. Finally, the results clearly show the lack of involvement between departments responsible for the hosting of sport events. In fact, sport and tourism stakeholders do not collaborate in order to bring the necessary input for successful organisation and a lack of a strategic approach is evident. Thus, it is highly recommended that public and private partnership and collaboration between all stakeholders of sport events is created for the development of the tourism and hospitality sectors in Libreville.

## **Future research**

After analysing and presenting all the data from the research, a gap was identified in terms of the event management process. The event impact assessment when hosting sport events

appeared as non-effective. The importance of establishing actual gains or loss that may derive from hosting sport events is of paramount, not only to reassure investors but also to mitigate losses. Thus, event evaluation is a very important step to consider when bidding for and hosting sport events, yet the least undertaken by event stakeholders and public office bearers. Therefore, the lack of a standard evaluation approach is not enabling the leverage opportunities to be maximised and the pitfalls of sport events being hosted in Libreville to be addressed. Sport event evaluation is imperative as it can also serve as a strategic tool to deter embezzlement and mismanagement of public funds. Furthermore, a more strategic approach to hosting events that are beneficial to both the sport and tourism industries is required, including the adoption of a portfolio of events that can meet different strategic objectives. With Gabon set to host the 2017 AFCON event again, it is imperative that lessons learned from the previous hosting of AFCON and from other sport events highlighted in this study are considered in order to build a more effective and sustainable sport tourism industry in Libreville, and Gabon more broadly.

## References

- Bama, H.K.N. & Tichaawa, T.M. (2015). Major sporting events and responsible tourism: Analysis of the 2013 Africa Cup of Nations (AFCON) tournament in Port Elizabeth, South Africa. *African Journal for Physical Health Education, Recreation and Dance*, 21, 205-219.
- Barclay, J. (2009). Predicting the costs and benefits of mega-sporting events: Misjudgement of Olympic proportions? *Economic Affairs*, 29(2), 62-66.
- Baum, T. & Lockstone, L. (2007). Volunteers and mega sporting events: Developing a research framework. *International Journal of Event Management Research*, 29(1), 29-41.
- Bennett, A., Jooste, C. & Strydom, L. (2005). *Managing tourism services: A Southern African perspective*. 3<sup>rd</sup> Edition. Pretoria: Van Schaik Publishers.
- Bob, U. & Swart, K. (2010). Sport events and social legacies. *Alternation*, 17(2), 72- 95.
- Bohlmann, H.R. & van Heerden, J.H. (2008). Predicting the economic impact of the 2010 FIFA World Cup on South Africa, *International Journal of Sport Management and Marketing*, 3(4), 383-396.
- Bowdin, G., Allen, J., Harris, R., McDonnell, I., & O'Toole, W. (2007). *Events management*. 3<sup>rd</sup> Edition. Elsevier Butterworth-Heinemann. UK.
- Braun, V. & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3 (2), 77-101.
- Chalip, L. (2004). *Beyond impact: a general model for host community event leverage*. In B.W. Ritchie & D. Adair. (eds). Sport tourism: Interrelationships, impacts and issues. UK: Channel View Publications: 226-252.
- Chalip, L. (2006). Towards social leverage of sport events. *Journal of Sport and Tourism*, 11, 109-127.
- Chappelet, J.L. (2012). Mega sporting event legacies: a multifaceted concept, *Papeles de Europa*, 25, 76-86.
- Chen, H. (2006). The impact of sports events on urban development in post-Mao China: A case study of Guangzhou. Unpublished Master's thesis, Miami University, Florida.



Class 1. (2013). *Who's who*. <http://www.class-1.com/seasonresults.asp> [30 August 2013].

Cocan Gabon. (2012). *Rapport d'organisation de la CAN Orange 2012 au Gabon*. Libreville: Multipress.

Commonwealth of Australia. (2000). *Towards a national sports tourism strategy (Draft): Sport and tourism division*.  
<http://www.tourisminsights.info/ONLINEPUB/SPORT%20AND%20EVENTS/SAET%20PDFS/SportTourismStrategy.pdf> June 2016.

Cooper, C., Fletcher, J., Gilbert, D. & Wanhill, S. (1998). *Tourism principles & practice*. Harlow, Longman.

Cornelissen, S. (2004). Sport mega-events in Africa: Processes, impacts and prospects. *Tourism and Hospitality Planning & Development*, 1(1), 39–55.

Cornelissen, S. (2007). Crafting legacies: The changing political economy of global sport and the 2010 FIFA World Cup. *Politikon*, 34(3), 241–259.

Cornelissen, S., Bob, U. & Swart, K. (2011). Towards redefining the concept of legacy in relation to sport mega-events: Insights from the 2010 FIFA World Cup. *Development Southern Africa*, 28(3), 307-318.

Daniels, M.J. (2007). Central place theory and sport tourism impacts. *Annals of Tourism Research*, 34(2), 332-347.

Darnell, S. (2012). *Sport for development and peace: a critical sociology*. London: Bloomsbury Academic.

De Aragao M. M. (2015). *Economic impacts of the FIFA World Cup in developing countries*. Unpublished Honors thesis, Michigan University, Michigan.

Donaldson, T. & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of Management Review*, 20(1), 65-91.

Fereday, J. & Muir-Cochrane, E. (2006). Demonstrating rigor using thematic analysis: A hybrid approach of inductive and deductive coding and theme development. *International Journal of Qualitative Methods*, 5(1), 80-92.

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman Publishing.

Fifa.com, (2013). *1930 FIFA World Cup Uruguay*.  
<http://www.fifa.com/worldcup/archive/edition=1/overview.html> July 2013.

Foimoukom, H. (2006). *CAN de Football: Les organisations de 2010 à 2014 attribuées*. *Le Messager*.<http://www.cameroon-info.net/stories/0,17993,@,can-de-football-les-organisations-de-2010-a-2014-attribuees.html> January 2013.

Gabon, (2012). Une ambition cinq étoiles. *La gloire Olympique*. 25, 1-47, Automne.

Gabonews. (2008). *Gabon: Vers la création du COPICAN et du COCAN*.  
<http://www.bdpngabon.org/articles/2008/08/01/gabon-vers-la-creation-du-copican-et-du-cocan/> October 2013.

- George, R. (2004). *Marketing South African tourism* (2<sup>nd</sup> ed.). Cape Town: Oxford.
- Gibson, H. J. (1998). Active sport tourism: Who participates? *Leisure Studies*, 17(2), 155-170.
- Gibson, H. (2005). Towards an understanding of why sport tourists do what they do. *Sport in Society*, 8(2), 198-217.
- Gibson, H. J., Willming, C. & Holdnak, A. (2003). Small-scale event sport tourism: Fans as tourists. *Tourism Management*, 24(2), 181-190.
- Gill, P., Stewart, K., Treasure, E. & Chadwick., B. (2008). Methods of data collection in qualitative research: interviews and focus groups. *British Dental Journal*, 204(6), 291-295.
- Gotham, K. (2005) Theorizing urban spectacles: festivals, tourism and the transformation of urban space, *City: Analysis of Urban Trends, Culture, Theory, Policy, Action*, 9(2), 225-246.
- Goodpastor, K. E. (1991). Business ethics and stakeholder analysis. *Business Ethics Quarterly*, 1(1), 53-71.
- Guest, G., MacQueen, K. & Namey, E. (2012). *Applied thematic analysis*. California: Sage.
- Gratton, C., Shibli, S. & Coleman, R. (2006). The economic impact of major sports events: A review of ten events in the UK, *The Sociological Review*, 54(2), 41–58,
- Gravetter, F. J. & Forzano, L. B. (2009). *Research methods for behavioural sciences*. Belmont: Wadworth, Cengage Learning.
- Higham, J. (2005). Sport tourism as an attraction for managing seasonality. *Sport in Society* 8(2), 238-262.
- Hinch, T. & Higham J. (2004). *Sport tourism development*. United Kingdom, Cromwell Press.
- Horne, J. (2007). The four 'Knowns' of sports mega-events. *Leisure Studies*, (26)1, 81-96.
- Hudson, S. (Ed.) (2012). *Sport and Adventure Tourism*. New York: Routledge.
- Insight Department Visit Scotland. (2012). Sport tourism: The scale of opportunity from hosting a mega event.  
<http://www.visitscotland.org/pdf/Sport%20Tourism%20%20Scale%20of%20Opportunity%20from%20hosting%20a%20mega%20event.pdf> June 2016.
- IUCN, (1980). World Conservation Strategy: Living Resource Conservation for Sustainable Development. IUCN: Gland, Switzerland.
- Kellett, P., Hede, A., & Chalip, L. (2008). Social policy for sport events: Leveraging (relationships with) teams from other nations for community benefit. *European Sport Management Quarterly*, 8, 101–121.
- Maguire, J. (n.d). Entry for: Sport and development web-based platform, *Swiss academy for development*, Switzerland  
[http://assets.sportanddev.org.sad.vm.iway.ch/downloads/81\\_\\_sport\\_and\\_globalisation.pdf](http://assets.sportanddev.org.sad.vm.iway.ch/downloads/81__sport_and_globalisation.pdf)  
July 2016.

Malfas, M., Theodoraki, E. & Houlihan, B. (2004). Impacts of the Olympic Games as mega-events. *Municipal Engineer*, 157(3), 209-20.

Masterman, G. (2004). *Strategic sports event management: An international approach*. United Kingdom: Oxford.

Martin, D.S. (2007). *Cognitive scaling, emotions, team identity and future behavioural intentions: An examination of sporting event venues*. PhD thesis, Auburn University: Auburn.

Mombo, F.M. (2012). Course de bateau cet après-midi à Libreville: Victory team en pole position. *L'Union*.12, July 2013.

Ndong, W. (2013). Taekwondo/10eme édition de la coupe du Gabon interligues: l'Estuaire rend la fête plus belle. *L'Union*. 13, July 2012.

Nze Bekale, P.S. (2013). Motocross/Libreville international moto show: le show a été au rendez-vous! *L'Union*. 12, July 2012.

O' Brien, D. 2006. Event business leveraging: the Sydney 2000 Olympic Games. *Annals of Tourism Research*, 33(1): 240-261.

Oosthuizen, G. C. (2010). Tourism, sport & mega events international summit. *Department of Sport and Recreation, South Africa*, 26 February 2010. Johannesburg: Sandton Convention Centre.

Oswald, D. (2013). *Cooperation is crucial but not always easy*. <http://blogs.hrhero.com/oswaldletters/2013/07/01/cooperation-is-crucial-but-not-always-easy/> March 2016.

Operations Department Centre Region. (2011). African development bank group. <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Gabon%20-%202011-2015%20Country%20Strategy%20Paper.pdf> June 2015.

Preuss, H. (2007). The conceptualisation and measurement of mega sport event legacies. *Journal of Sport and Tourism*, 12, (3:4), 207-228.

Pettinger, T. (2009). Costs and benefits of the Olympics. EconomicsHelp.org <http://www.economicshelp.org/blog/29/sport/costs-and-benefits-of-the-olympics/> June 2016.

Riegel, J. (2011). Keeping score in the 2010 World Cup: How do sports mega-events compete with pro-poor development? CUREJ: *College Undergraduate Research Electronic Journal*. University of Pennsylvania, USA.

Safou, M. (2013). *Le Gabon lance son 1<sup>er</sup> marathon fin novembre 2013*. [http://www.marathons.fr/IMG/article\\_PDF/article\\_8063.pdf](http://www.marathons.fr/IMG/article_PDF/article_8063.pdf) August 2013.

Silvestre, G. (2008). The social impacts of mega-events: Towards a framework. *Esporte e Sociedade*, 4(10), 1-26.

Song, W. (2010). Impacts of Olympics on exports and tourism. *Journal of Economic Development*, 35(4), 93-110.

Spronk, K. & Fourie, J. (2009). South African mega-events and their impact on tourism: *A working paper of the department of economics and the bureau for economic research at the University of Stellenbosch*, December 2009. Cape Town: Stellenbosch University.

Svensson, J. (2005). Eight questions about corruption. *Journal of Economic Perspectives*, 19(5), 19-42.

Swart, K. & Bob, U. (2007). The eluding link: Toward developing a national sport tourism strategy in South Africa beyond 2010. *Politikon*, 34(3), 373-391.

Taks, M., Meagan, L., Wwood, L. & Snelgrove, R. (2015). Construct validity of social impact scales for sport events. <http://scholar.uwindsor.ca/humankineticspub/38> July 2016.

Tichaawa, T.M. & Bama, H.K.N. (2012). Green Point residents' perceptions of the 2010 FIFA World Cup: a post event analysis. *African Journal for Physical, Health Education, Recreation and Dance*, 1, 22-32.

Tichaawa, T.M., Bama, H.K.N. & Swart, K. (2015). Community perceptions of the socio-economic legacies of the 2010 FIFA World Cup in Nelson Mandela Bay, Port Elizabeth: A four-year post-event analysis. *African Journal for Physical, Health Education, Recreation and Dance*, 21(4:2), 1383-1395.

Tichaawa, T.M. & Bob, U. (2015). Leveraging mega-events beyond the host nation: a case study of the 2010 FIFA World Cup African Legacy Programme in Cameroon and Nigeria, *Leisure Studies*, 34(6), 742-757.

Tomlinson, A. & Young, C. (2006). Culture, politics and spectacle in the global sports event: An introduction. State University of New York Press, Albany.

Toohey, K. & Taylor, T. (2008). Mega events, fear, and risk: Terrorism at the Olympic Games. *Journal of Sport Management*, 22, 451-469.

Travassos, D. (2008). The impact of sport tourism on destination loyalty: The Estoril coast (Portugal) promotion of recurrent major sporting events. Unpublished MMktg thesis, ISCTE Business School. Estoril.

UNWTO. (2005). Making tourism more sustainable: *A guide for policy makers*. <http://sdt.unwto.org/content/about-us-5> July 2016

Vaismoradi, M., Turunen, H., Bondas, T. (2013). Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study. *Nursing and Health Sciences*, 15, 398-405.

Vasconcelos, G. M. P. M. A. (2012). The effects of mega-events on city branding – The example of Warsaw and Euro 2012. Unpublished MTech thesis, NOVA – School of Business and Economics, Lisbon.

Weed, M. (2008). *Olympic tourism*, Oxford, Elsevier.

Weed, M. & Bull, C. (2004). *Sport tourism. Participants, policy and providers*. Oxford: Elsevier Butterworth-Heinemann.

Yates, B. (2010). Major events: Good economics and exposure to the world. The *Technology Innovation Management Review*. <http://timreview.ca/article/393> June 2016.