

Tourism engineering for a Moroccan sports destination in Casablanca: The case of Raja Club Athletic as a brand label

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Abstract:

On the face of it, tourism is a crucial sector for the economic development of many countries, including Morocco. What's unique about this sector is that it can be linked to several other industries. Sport is a vector of influence that generates greater visibility at national and international levels. So, football's presence creates a diversified economic resource for the country. This mix offers a new flavor of tourism: sports tourism and, more specifically, football tourism. This new type of tourism is expanding rapidly worldwide, attracting many sports-loving tourists from the four corners of the globe. We aim to analyze the variable of attractiveness to tourists and football fans through the case study of a football club, Raja Club Athletic, which explains our interest in the following problem: What are the factors of attractiveness exerted by the Raja in the football unit for the tourist promotion of Casablanca? To determine our methodological position, we positioned ourselves at the level of post-positivism, our choice being oriented towards a critical realist paradigm since it is the most appropriate for our study and will allow us to address the research question better. The qualitative analysis revealed several obstacles to creating a football tourism destination. It highlighted the prominent role played by clubs and the organization of sporting events in improving the area's tourist appeal through the promotion they can provide. According to the quantitative analysis, RCA is a famous club, which enables it to attract tourists. This popularity is due to the club's track record and its supporters and ultras, which are essential in raising RCA's profile. The quantitative study highlighted the fact that the club's offer is ill-suited to the needs of its supporters and the factors that make Raja attractive, both now and in the future, as a footballing unit for the promotion of tourism in Casablanca in particular and Morocco in general. Sports tourism, in general, and football tourism, in particular, represent a significant niche that needs to be exploited in Morocco. Thanks to sporting events and football clubs, the country can improve its tourist appeal, promote Morocco as a destination, and be a thriving football destination.

Keywords: Tourism, sport, tourist appeal, football appeal, territorial development.

JEL Classification: Z32, M31

Paper type: Empirical research,

1. Introduction:

From the outset, tourism has been a critical sector in the economic development of many countries, including Morocco. It is founded on principles and practices supported by many players who contribute tirelessly to its growth. Over the years, tourism has continued to grow and diversify, becoming one of the world's most essential and fastest-growing economic sectors. What's unique about this sector is that it can be linked to several other industries. In the case of our theme, "Tourism engineering for a Moroccan sports destination in Casablanca," we linked it to the sports sector.

Sport is a vector of influence that generates greater national and international visibility. As a result, soccer's presence generates a diversified economic resource for the country. In Morocco, soccer fosters national pride and generates substantial financial resources. The combination of tourism and sport/football offers us a new flavor of tourism: sports tourism and, more specifically, soccer tourism. This new type of tourism is expanding rapidly worldwide, attracting many sports-loving tourists from all over the globe.

Previous research has shown that sports tourism has significant positive social and economic effects. Sporting events, which attract large numbers of tourists, have the potential to significantly boost local economies, as demonstrated by Higham and Hinch (2002). When Weed and Bull (2009) explained how sports tourism contributes to local and global development. In addition, Gibson (1998) highlighted sports tourism's role in promoting intercultural dialogue and mutual understanding between different nations. In a footballing context, Barget and Gouguet (2007) studied the economic impact of major soccer events, concluding that they enhance the host city's global reputation and stimulate economic activity in various sectors. Similarly, Smith (2010) studied the role of soccer teams in urban regeneration, concluding that successful clubs can turn their cities into attractive tourist destinations.

Building on these fundamental studies, our research examines the case of Raja Club Athletic, a leading soccer club in Casablanca. We aim to understand how the club's popularity and the passion of its supporters play a role in the attractiveness of Casablanca as a tourist destination. The main objective of our research is to analyze the variable of tourism and soccer attractiveness through the case study of the soccer club Raja Club Athletic. The club's notoriety and devoted supporters make it an interesting case study for understanding the impact of soccer on tourism in Casablanca, which is why we have chosen to address the following question.

What are the factors of attractiveness Raja exerted in the soccer unit for the tourism promotion of Casablanca?

The research hypotheses are as follows:

H1: Raja and its fans improve Casablanca's tourist appeal.

H2: The notoriety and popularity of the Raja and its fans positively impact Casablanca's tourist appeal.

Based on our research, we have identified questions related to our problem.

- How can we create soccer tourism in Casablanca?
- What contributions can clubs make to improve Casablanca's tourist appeal and ensure the creation of a tourist destination?
- How can Casablanca benefit from Raja's reputation as a destination?
- What role do Raja fans play in promoting Casablanca as a tourist destination?
- What is the right offer to meet the needs of tourists and media in soccer tourism?

To determine our methodological positioning, we have positioned ourselves at the post-positivism level; any researcher attempting to decide on their epistemological positioning must answer three questions: What is the nature of reality? What is the researcher's relationship with the field? What scientific knowledge is generated? We have opted for a "critical realist" paradigm to answer these questions since it is the most appropriate for our study and will enable

us to address the research question better. We opted for the paradigmatic arrangement of critical realism, which supports the idea that the job of science is to use its methods (qualitative and quantitative) in such a way as to improve our perceptual measurement processes.

Our research methodology is based on two strands: theoretical and practical. Our research process has two parts: theoretical and practical. The theoretical part involves an in-depth review of existing literature to understand the relationship between tourism and sport better and assess Morocco's potential as a sport/football destination. The practical part involves creating and administering a questionnaire and interview guide, as described in the methodology section. Based on this mixed-methods approach, we will have a solid analysis of the factors influencing soccer tourism in Casablanca.

The article is structured as follows: The first part is dedicated to theory to understand the relationship between tourism and sport and whether Morocco can be a sports/football destination. It also considers the place of sport in general and soccer in particular in fans' minds. The second part follows on from the first. It is devoted to a field study based on an empirical analysis of the results gathered. We end with a general conclusion outlining the first steps in Morocco's development as a leading soccer tourism destination.

2. Literature review:

2.1. Sports and soccer tourism

2.1.1. Sports tourism

Tourism is a word derived from the fusion of Tour and Isme. Tour in French means a closed-loop tour, while Isme is a suffix from ancient Greek. Given the word's etymology, the historical definition could lead to a trip made in a closed circuit, which would be somewhat reductive compared to what tourism has become today. Several definitions have been given to the word tourism over the years. In 1937, the Committee of Experts of the League of Nations declared that: « *A tourist is any person who, traveling for pleasure, is away from his usual place of residence for more than 24 hours and less than a year, trips of less than 24 hours being excursions* » (Boyer, 2000). After World War II, the United Nations adopted this classification and, more specifically, its specialized body, the World Tourism Organization (WTO). The latter defines tourism as: « *a social, cultural and economic phenomenon involving the movement of people to countries or places outside their usual environment for personal, business or professional reasons. These people are called visitors and may be tourists or excursionists, residents or non-residents, and tourism encompasses their activities, some of which involve tourist expenditure* » (UNWTO, 2022). So, based on these definitions and our reflections, we can say that tourism is a cross-cutting sector that calls on several other industries and may depend on the latter. To qualify for the tourism label, the tourist must engage in activities during his trip and stay in places outside his usual environment for a period not exceeding one year for leisure, business, and health.

Whether professional (amateur or recreational), sports involve frequent travel to attend matches and competitions in different destinations and countries or to admire sports facilities. Sports activities may not be the primary motivation for tourists. Still, it is often part of their trips, as they consume sporting activities of all kinds and sizes (UNWTO,2022). The sport itself is divided into several types: we have racket sports such as tennis, badminton, squash, etc., in addition to combat sports such as boxing, wrestling, fencing, etc., and mechanical sports such as Formula 1, supercross, rallycross, etc., followed by precision sports such as billiards, darts, etc. If we want to give an exhaustive list, the list could be infinite as the types of sports mentioned are not the only ones that exist, especially if we consider that new sporting activities are created yearly. The kind of sport that interests us in this report is team sports, which includes soccer, handball, basketball, rugby, etc. The duo of sport and tourism gives us sports tourism,

which is highly developed internationally but remains omnipresent on the African continent. The number of travelers interested in sports tourism products is constantly increasing. Major sporting events such as the Olympic Games or soccer, rugby, and other championships have become tourist attractions in their own right and contribute very positively to the tourist appeal and territorial development of the destination where the sporting event occurs. The relationship between tourism and sports is, therefore, a winning one. It should be noted that for each type of sport, we can associate it with tourism to highlight the different forms of sports tourism.

Example: Football + Tourism = Soccer Tourism, Golf + Tourism = Golf Tourism.

Therefore, Sports tourism is a trip that consists of watching or participating in a sporting event while remaining outside the usual tourist environment. Sports tourism can be divided into four categories: visit tourism, show tourism, stay and discovery tourism, and action tourism (Savary, 2020).

- **Visitor sports tourism:** tends to involve visits to sports facilities, with travelers choosing to visit legendary venues, places that allow them to relive unforgettable moments, such as a match won by their favorite team. For example, a visit to France's Stade Diamant, the Parc des Princes, the Santiago Bernabeu stadium, or Barcelona's Camp Nou. Sports tourism can even be a source of cultural enrichment, such as a visit to the FIFA World Football Museum in Zurich or the Olympic Museum in Lausanne.
- **Spectacle sports tourism:** This type of tourism is growing steadily, fuelled by the development of air transport, particularly the emergence of low-cost flights, and stimulated by the economic process and the media coverage of competitions. It can be a strictly visual approach. In this case, the traveler is considered a spectator. They travel alone or in a group to attend a competition or a grandiose sporting event, such as the Olympic Games, the Football/Rugby World Cup, the Route du Rhum, and the Monaco Formula 1 Grand Prix.
- **Action sports tourism:** This brings together people, whether amateurs or high-level professionals, to practice a sport during a trip. They take up the challenge of a marathon or are mobilized in a significant competition, often accompanied by their loved ones, spouse, coach... who may also take advantage of the event to discover a destination.
- **Stay and discovery tourism:** Stay or discovery tourism includes all those who participate in physical activity during their vacation, whether hiking, surfing, horse-riding, climbing, skiing, golfing, or diving... Tourists in this type of tourism opt for active stays by targeting their chosen destinations alone or by purchasing specific packages from travel agencies, many of which specialize in sports stays and/or tours (Savary,2020).

2.1.2. Soccer tourism

Soccer is the world's most famous game, with over 250 million regular players, billions of fans worldwide, and an unprecedented television audience for major international competitions such as the FIFA World Cup or the Champions League finals (Chapka, 2021). No one can deny that soccer is the king of sports. It is a phenomenon with cultural and social features that can guarantee economic and tourism benefits for destinations while enhancing their appeal. Soccer tourism is a new industry that is booming all over the world. We can use Pigeassou's (1997) definition of soccer tourism: "a stay of at least 24 hours away from home to attend or participate in socially identified physical activities".

On the other hand, Gibson (2008) classifies sports tourism according to three factors: tourist activity, nostalgia, and events. These three factors are also present in soccer tourism. Soccer tourism may be based on the primary events attracting countless tourists worldwide, but they are not the only ones. Sports facilities also attract crowds. They also contribute to the attractiveness of destinations. For example, Club Barcelona's Camp Nou stadium is one of Catalonia's most popular attractions, far ahead of the Picasso and Dalí museums. Groundhoppers are among the tourists drawn to these facilities. Soccer tourism has contributed

to the emergence of groundhoppers. Groundhopping is a cross between ground and hopping, meaning jumping ground. They are passionate about the stadium atmosphere. Groundhoppers like to discover and enjoy the spectacles created by fans at matches. They have no particular attachment to a club, but the environment and atmosphere of the show attract them.

So, the duet between sports tourism is possible and manifested by several categories. This chapter has shown that soccer tourism is developing worldwide and is enjoying an essential place among sports fans.

2.2. Sport tourism to benefit regional development and tourist appeal

Sports tourism constantly develops, combining sporting events and physical sports during vacations. This mode combines the game's pleasure with the traveler's discovery. It is also a formidable lever for enhancing the financial system of a territory, region, or country. Sporting events can be distinguished into four major categories according to (Getz, 2008) and also (Jagou and Li, 2013):

- **Mega-events:** these are one-off events that generate a great deal of economic activity and media coverage, attracting spectators from all over the world, like the World Cup. They have international visibility.
- **Branded events:** are rare and recurrent, with visibility that can be international or continental.
- **Regional events:** are unique and recurrent but with national or provincial clarity.
- **Local events:** are unique and recurrent but with limited local visibility.

These sporting events can act as a catalyst for the development of the destination and tourism, provided that they enhance the value of the area visited, improve its infrastructure, and respect the culture of the locals. This will increase tourism attractiveness and ensure economic, financial, and tourism benefits for the local inhabitants, the destination, and the country visited. Sports tourism can also promote national tourism, highlighting a region's natural, cultural, heritage, and seaside assets to develop its tourist appeal. On the other hand, major sporting venues can be seen as formidable architectural ensembles and places of collective memory or creativity in the service of tourism. By becoming places of life and attractions for tourists, they also serve to increase ticket sales for the sports facilities in question. However, sporting events attract many people, which justifies their lion's share of the most-watched television audiences. Moreover, they represent an attraction and help promote, enhance, and add value to a region. From this point of view, sporting events can be incorporated as a new dimension in a territory's overall development strategy by linking them to different areas, such as culture or tourism, while drawing on territorial marketing.

2.2.1. Soccer tourism in Morocco as a lever for territorial development and attractiveness

Soccer can be a crucial factor in tourism development in Morocco since sports in our country have become a vector for economic and tourism development, attracting professionals and soccer fans alike, whether players or supporters participating in national and international competitions. Today, Morocco has the foundations of a sports and soccer destination. The evidence is abundant:

- The presence of fans in stadiums across the country. After the reopening of stadiums that had been closed due to covid 19, several matches saw all match tickets sold. This illustrates the high degree of local soccer participation, as El Moutamid et al. (2021) stated, which emphasized the importance of local sports activities in encouraging tourism.
- Fans are not only Moroccans but foreigners who travel to Morocco to watch matches in Moroccan stadiums. The electronic press has conducted several interviews with the latter, who have made no secret of their admiration for the atmosphere at Moroccan matches (Le360, 2022). This is consistent with the findings of Abouzaid (2019), who investigated the effect of international sporting events on recruiting foreign tourists.

- Moroccans traveling from one city to another for a soccer match is also part of soccer tourism. This domestic migration is vital because it promotes local tourism and economic activities. Khalil (2020) discusses how sporting events create internal tourism, which adds to regional development and cultural interchange.

- The organization of sporting events in Morocco is crucial to soccer tourism. Morocco's proactive policy over the past few years has been to organize international sporting events such as the Football World Cup. Several international sporting competitions have already been organized, while others are scheduled in the coming years. The Moroccan Ministry of Tourism (2020) has highlighted the economic advantages of holding such events, highlighting local services and infrastructure advancements.

- The continental and world sporting events that Morocco has hosted have highlighted the Kingdom's natural, cultural, and seaside potential, showcasing its infrastructure's qualities. On the one hand, this has helped to attract large numbers of tourists, and on the other, a significant increase in audiences for sports TV channels. On the other hand, the organization of these sporting events has ensured an important new source of revenue for the country, particularly for the tourism sector, notably hotels and air and ground transport. These conclusions are corroborated by Benamar and Bennis (2021), who show how significant sporting events drive economic and tourism growth.

Morocco's soccer tourism is a significant force for territorial development and attractiveness. The ardent support of local and international fans and the intelligent organizing of major athletic events present Morocco as a blossoming sports tourism hub, generating economic growth and cultural interaction.

2.2.2. The role of soccer clubs and fans in Morocco

Morocco boasts 16 first-division soccer clubs playing in several national and international competitions. Some matches are considered high-stakes, such as the derbies between Raja and Wydad and the clásicos between FAR and a Casablanca team, either Raja or Wydad. These matches are important and mobilize the city where the match occurs. The most essential and attractive match is the Casablanca derby. It's considered one of the best derbies in the world. It represents a special day in Casablanca, with everyone talking about it, even those not interested in sport.

Fans can travel from faraway cities or other countries to get to the Stade Mohamed 5, the traditional stadium where the derby usually takes place unless the stadium is under renovation. The importance of the Casablanca derby reflects the added value of soccer tourism in enhancing the region's attractiveness and development, both nationally and internationally.

The relationship between soccer clubs and their fan bases has been extensively examined. For example, Bale (2003) and Giulianotti (2002) found that soccer clubs can stimulate regional tourism and economic growth by instilling local pride and drawing international visitors.

Fans in Morocco can be either members of an ultras group for their favorite team or fans who do not belong to a group. It's a popular worldwide ranking, with ultras from all over the world rushing to be among the first best ultras. Ultras World is the collective that is known by the top 10 ranking of the best ultras at the international level, of which several Moroccan ultras were able to be ranked in the first line, especially for the two Raja ultras, the Greens boys and Eagles, and the Wydad Winners ultras. Ultras are also known for their tifos. These are a form of attraction that drives many fans to the stadium. Several tourists said that ultras and tifos were why they visited Morocco and Moroccan stadiums.

Several studies have explored the influence of ultras on sports tourism. Reisinger and Turner (2003) highlighted how fan culture, including tifos, enhances the spectator experience and attracts international tourists. In the Moroccan context, interviews with tourists (Le360, 2022)

reveal that the vibrant ultra culture and tifos significantly influenced their decision to visit Moroccan stadiums.

Given these dynamics, we propose the following research hypotheses based on the literature:

- H1: Raja and its fans improve Casablanca's tourist appeal.
- H2: Raja's reputation and popularity have a positive impact on Casablanca's attractiveness as a tourist destination.

In conclusion, Morocco's soccer scene has grown recently, establishing the country as a soccer tourism destination. By attending to visitor demands, developing appropriate offers, and utilizing the enthusiasm and organizational prowess of its soccer clubs and fan communities, the Kingdom may establish itself as a leading destination for soccer tourism.

3. Empirical fieldwork and methodology

3.1. Methodology

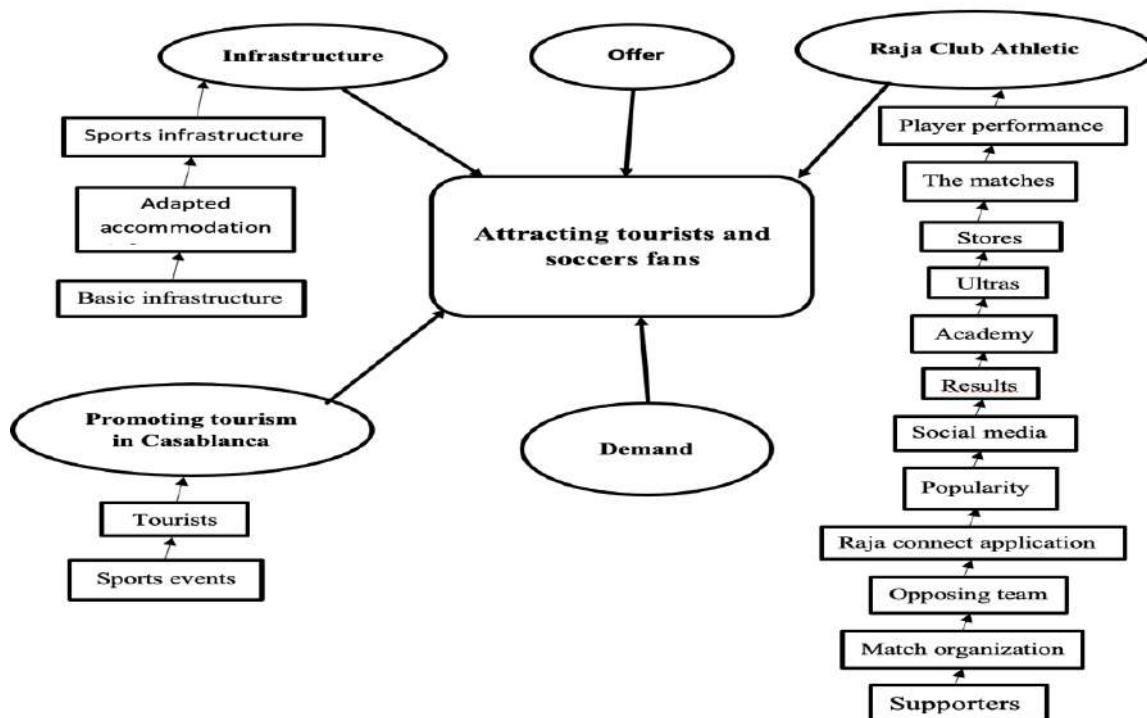
Soccer tourism depends to a large extent on soccer clubs, which play a vital role in enhancing the attractiveness of tourism and promoting their territory and country. With this in mind, we'd like to show the role played by the RCA in soccer unity by addressing a central issue and the sub-issues we've chosen to follow:

Main issue: **What are the factors of attraction exerted by the Raja in the soccer unit to promote tourism in Casablanca?**

Hypotheses: Based on our research in the first theoretical section and what we learned during the internship, we sketched out the following two hypotheses:

- H1: Raja and its fans improve Casablanca's tourist appeal.
- H2: the notoriety and popularity of Raja and its fans positively impact the tourist appeal of Casablanca.

Figure 1 Research Model



Source: Authors

In the theoretical part, we carried out documentary research, consulting books and websites related to sports and soccer, and scientific publications. Theses and dissertations were also used

to gather all the information cited in the theoretical part. For the practical part, we used quantitative and qualitative research, details of which can be found above.

The study variable:

Based on the results of the theoretical analysis, the descriptive analysis, and the content analysis of the verbalizations, we proceeded to build a theoretical model that would allow us to represent the variables of tourist/football attractiveness.

3.1.1. The interview guide

We opted for a semi-directive interview style, with the questions in the interview guide chosen according to the subject of our study and the problem via precise themes. We ensured the questions were straightforward and provided answers and valuable data. This was done to ensure the form was straightforward and well-designed and followed a logical sequence according to our theme. We collected nine responses from sports and tourism professionals in both the public and private sectors, as soccer tourism involves several stakeholders whose opinions are crucial to creating a soccer tourism destination in Morocco. We have targeted the various stakeholders about sports/football tourism. To get an overview, consider each person's opinions according to their position and expertise.

3.1.1.1. Interview process

The interview guide was created with Google Forms. It covered four major topics: Morocco as a sports destination, infrastructure, football clubs and promoting Casablanca, and sustainability and sports tourism. The respondents' availability performed the interviews and took various forms. Face-to-face interviews were conducted whenever possible, while remote participants were interviewed online using Google Meet. In the event of unavailability, Google Forms' online forms were returned. We collected responses from nine sport and tourism professionals from the public and private sectors, as shown in the table below, from 25/05/2022 to 21/07/2022. Each of them has contributed to the growth of football tourism in Morocco.

Table 1 List of interviewees

Interviewee Code	Profession	Organisation	Years of Experience	Interview Duration
IT1	Tourism Consultant	CRT Casablanca-Settat	10	25 min
IT2	Sports and Technical Director	Raja Club Athletic	25	35 min
IT3	Tourism Management Instructor	ISHT Tamuda bay	16	25 min
IT4	Professor	Department of Vocational Training	20	25 min
IT5	Sport management expert and former director of the Complexe sportif	Prince Moulay Abdellah	10	25 min
IT6	Travel agent	Travel agency in Agadir	3	25 min
IT7	General coordinator	FRMF	20	20 min
IT8	Chief Executive Officer	Consulting agency specialising in sport	10	25 min
IT9	Managing Director	Luxury hotel complex/ Football club member	25	1h

Source: Authors

3.1.1.2. Data processing

The interviews were manually transcribed and analyzed using theme analysis, a typical qualitative research technique. This strategy entails detecting, analyzing, and reporting themes

(patterns) in data. Thematic analysis was done manually by categorizing the transcripts to find recurring and significant topics. The process included several stages: initial coding, where significant segments of text are identified and assigned to codes; theme search, grouping the codes into themes relevant to the study's aims; theme review, checking and refining the themes to ensure their relevance and consistency; theme definition and naming, assigning clear and concise names to the themes; and finally, production of the final report, synthesizing the themes and illustrating with interviews.

3.1.2. The questionnaire

Through the questionnaire, we aim to confirm the research hypotheses. The study population targeted by the questionnaire is Raja fans. The questionnaire identifies and analyzes the demand for soccer tourism in Morocco among RCA fans. This would improve the tourist appeal of Casablanca and Morocco in general. In this way, we can ensure the creation of a soccer tourism destination in Morocco. We can also find out about the needs of Raja fans, who are tourists and consumers of existing soccer products, and ultimately create a product that meets their demand and responds to their needs. The questionnaire was carried out, and responses were collected from 18/06/2022 to 21/07/2022. We reached 554 Raja fans who responded to the questionnaire during this period. Data processing was carried out using SPSS software.

3.1.2.1. Measuring instrument:

Using a questionnaire to support the research hypotheses, we gathered data and statistics for this study. The survey, created digitally with Google Forms, is intended for Raja Club Athletic (RCA) fans. There are 24 questions, and the average answer time is 10 minutes. The primary topics included in the questionnaire are:

- **Raja Fans:** Questions about Raja supporters' habits, conduct, and preferences, such as the regularity with which they attend matches and purchase products. The goal is to study fans' purchasing habits and preferences.
- **Ultras:** A look at the unique qualities of ultras, their position and influence in fan culture, and their impact on match atmosphere and attraction. The goal is understanding the ultras' role and impact on the match experience.
- **Raja Club Athletic:** Issues concerning the club's image, sporting performance, impact on the local community, and tourist attractiveness. The goal is to evaluate the club's image and potential as a brand for sports tourism.

The questionnaire uses a variety of measurement scales to capture the many dimensions of respondents' attitudes and behaviors. The Likert scale, which is used to judge the importance of various characteristics, spans from 0 to 3, with 0 indicating "not important," 1 indicating "not very important," 2 indicating "fairly important," and three indicating "very important." This scale is designed to assess respondents' perceptions of the significance of the various factors related to the topics discussed. Another frequency scale ranges from 0 to 4, with 0 representing "Never," 1 representing "Rarely," 2 representing "Sometimes," 3 representing "Often," and 4 representing "Always." This scale measures the regularity with which people participate in matches and other club events. Furthermore, the degree of agreement or disagreement with particular assertions is gauged using an agreement scale from 1 for "Strongly disagree" to 4 for "Strongly agree." Lastly, a few multiple-choice questions allowed respondents to choose numerous responses to provide comprehensive details about their experience and involvement as supporters.

3.1.2.2. Data processing

SPSS software was used to process the gathered data. The data was processed using the following steps:

Data preparation: Verify and sanitize the data to guarantee its accuracy and dependability.

Descriptive analysis: This method summarizes participant responses using descriptive statistics.

Univariate analysis: Examining each variable separately to determine its distribution and critical features. Using this statistical method, one variable's characteristics may be looked at and explained at a time, giving an in-depth understanding of the trends and patterns seen in each variable.

Because the questionnaire is based on a logical and mathematical approach, data and statistics can be gathered to comprehend and clarify the facts. Raja fans were the study demographic that the questionnaire was intended for. Responses to the questionnaire were collected and distributed between June 18, 2022, and July 21, 2022. We contacted 554 Raja supporters throughout this time, and they answered the survey. We reached out to the respondents using multiple strategies to guarantee that the data collection was thorough:

Online distribution: The survey will be posted on Facebook, Instagram, and groups devoted to Raja fans.

Direct approach: We distribute surveys at games, including the RCA game versus the Association Sportive des Forces Armées Royales, so we can interact with supporters and ask for their involvement.

We are combining these data to draw essential conclusions regarding the demands of RCA football fans, their demand for football tourism, and opportunities to enhance Casablanca and Morocco's tourist attractions.

3.2. Presentation of the case study

Raja Club Athletic was founded on March 20, 1949, and since then, the Greens have gone on to write one of the finest pages in Moroccan soccer. Raja Club Athletic, a first-division soccer club, represents the city of Casablanca in national competitions and Morocco in international competitions. The club is best known for its soccer section and is considered one of the most famous Moroccan teams in Africa and the world. It is one of the few teams always to have stayed on the top flight of the national championship. The club's historic symbol is the Eagle; RCA is also known by different appellations in fan circles, such as the people's club (نادي الشعب), Raja mondial, les verts et blancs, les aigles verts...RCA has a sports complex in Oasis, which is also its headquarters and, at the same time, the training center and venue for youth training. In addition, the club has an academy in Bouskoura, donated by King Mohammed 6 after Raja's achievement in reaching the final of the Club World Cup in 2013 against Bayern Munich. The club's official matches occur in the Mohamed 5 stadium, with stadium and match management entrusted to Casa événements.

4. Analysis of results

4.1. Interpretation of qualitative results

The interview guide aims to explore and analyze the sports tourism offer in Morocco with professionals and to adapt the offer to the demand to meet the needs of tourists and fans interested in sports tourism, especially soccer tourism. The interview guide is divided into four parts, each dealing with different questions, but all of which meet the objective of developing this guide. We took a thematic approach to the qualitative investigation. The interviews were categorized and analyzed to determine recurring and noteworthy themes. The findings were presented by categorizing the themes discovered and using interview excerpts to illustrate and reinforce the arguments raised. This strategy gave participants a voice and contextualized the results in their own words.

- **Theme 1: Morocco as a sports destination**

A sports tourism destination in Morocco: According to the study, most specialists feel Morocco has the potential to be a sports tourist destination, particularly for soccer, due to its infrastructure. One professional stated, “Morocco has all the necessary infrastructure, from modern airports to well-developed freeways and railways” (IT3). The FRMF and private promoters are trying to recruit clubs and national teams to training camps. Another interviewee emphasizes that “organizing sporting events is crucial to boosting tourism and attracting visitors” (IT1). However, some respondents believe Morocco lacks the footballing resources and history required to become a destination of this kind. “Morocco has no footballing resources or history to be a destination” (IT8).

Key success factors: Professionals believe that basic infrastructure (accommodation, catering, entertainment) and customized infrastructure (soccer pitches, specialized accommodation, medical facilities) are needed. “Basic and specific infrastructures are crucial to attracting sports tourists” (IT9). Investment in infrastructure, human resources, managerial stability, and a long-term strategy are all deemed essential. “We must invest in infrastructure and human resources while maintaining stable management and a long-term vision” (IT5).

Limiting factors: Obstacles include inadequate infrastructure, hotel services, promotion, and event planning. Other challenges include insecurity, a lack of civic consciousness, improper policies, and fan uprisings. “The lack of suitable infrastructure and hotel services is a major brake” (IT9), whereas (IT8) concludes: “Morocco has no success factors for creating a soccer destination.”

Integrating tourism and soccer: Most respondents believe the tourism-football combination is simple to bring together because of the sport's emphasis on leisure and enjoyment. “The tourism-football duo is easy to bring together thanks to the notions of leisure and enjoyment in sport” (IT4). Morocco must organize sporting events with diverse programs, interclub meetings, and packages combining area tourism with soccer matches. “Organizing varied sporting events and interclub meetings is crucial to attract tourists” (IT1). According to (IT7), the FRMF already organizes various events, and Morocco is pushing itself as a preferred soccer destination.

Morocco as a sports destination: The majority of respondents perceive Morocco to be a sporting destination due to its infrastructure, national team qualification for the FIFA 2022 World Cup, player count, coaching, and training programs. However, teams, the private sector, and the state must continue to be involved. “Morocco is already a sports destination thanks to its infrastructure and the national team's qualification for the World Cup” (IT6). Many cities benefit from a favorable climate. “The climate in several Moroccan cities is an asset in attracting sports tourists” (IT9). (IT3) believes that Morocco, while not now a sports destination, has the potential to become one.

- **Theme 2: Infrastructure**

Sports infrastructure: Infrastructure requirements include pitches, stadiums, training facilities, and appropriate housing. “Well-maintained soccer pitches and modern training centers are indispensable” (IT2). According to IT9, indirectly associated infrastructures (hospitals, highways, ports, airports, railway stations, soccer museums, entertainment venues, restaurants) impact the quality of the offer. Regarding the sports infrastructure required to establish a sports destination in Morocco, perspectives vary. Some professionals believed Morocco already possessed the requisite infrastructure, citing recent events and the FRMF's efforts. “Morocco already has the necessary infrastructure, as evidenced by recent events” (IT7). Others believe Morocco is best suited for surfing and kitesurfing but lack a suitable soccer infrastructure (IT9).

Adequate tourism offering: The findings reflect a split opinion on whether Morocco has the infrastructure to become a soccer tourism destination. Some interviewed stated that Morocco is well prepared, citing recent events staged by the country and efforts sponsored by the Royal Moroccan Football Federation (FRMF) and the Ministry of Sport. One interviewee stated: “Morocco has exemplary infrastructures recognized in many countries, both in Africa and Europe.” (IT7). However, these assertions are contingent on the event's size and the continued need for infrastructure renewal. Others believe Morocco's soccer infrastructure is inadequate. According to one participant, “The country only has infrastructure for less complex sports, such as surfing or kitesurfing, which don't require as many resources as soccer” (IT8). Another respondent emphasizes the need for comprehensive sports centers: “The Mohamed 6 center in Rabat is the only one with adequate facilities, as players need to have access to all of the necessary facilities nearby, such as a swimming pool for recovery” (IT9).

Attractiveness of Casablanca: Others believe Morocco's soccer infrastructure is inadequate. According to one participant, “The country only has infrastructure for less complex sports, such as surfing or kitesurfing, which don't require as many resources as soccer” (IT8). Another respondent emphasizes the need for comprehensive sports centers: “The Mohamed 6 center in Rabat is the only one with adequate facilities, as players need to have access to all of the necessary facilities nearby, such as a swimming pool for recovery” (IT9). Others are more skeptical. For example, one participant stated: “Organizing a large-scale sporting event in Casablanca is difficult due to the lack of specific infrastructure, such as hybrid turf pitches for soccer teams” (IT2). Another respondent added: “Casablanca's hotels, although numerous, do not all meet the quality and service standards demanded by international sports teams” (IT9).

- **Theme 3: Soccer clubs and the promotion of the Casablanca region**

The role of soccer clubs: According to the study's findings, soccer clubs play an essential role in promoting the communities in which they operate, particularly in Casablanca. The national soccer development policy has contributed significantly to this dynamic, aiming to improve game quality, energize cities, and promote regions through sport. One interviewee stressed: “National policy has spared no effort to create soccer clubs, as this helps to liven up towns and promote territories, as is the case in Berkane or Tangier” (IT9). Clubs can also use sporting results to promote their jurisdiction. One participant stated: “When a club has good results, the name of the club and its town is repeated in the press, advertising for the club and the town.” (IT2). Furthermore, media awareness at sporting events, along with an inventive communications plan, is seen as a potent tool for territorial marketing. In Casablanca, the two most prominent clubs, Raja and Wydad, are considered possible ambassadors for the city, particularly during international or continental events. However, to maximize their impact, these clubs must have their grounds and academies complete with all necessary infrastructure. One of the specialists interviewed said, “Raja and Wydad need their ground and academy, with full facilities such as swimming pools, gyms, and medical centers” (IT 9).

Club attractiveness factors: Casablanca's soccer clubs can increase tourism appeal by focusing on various variables. Club marketing is an integral part of all of these. According to one interviewee, “Marketing support, especially digital, is essential to sell the image of the club and the city.” (IT1). Indeed, maintaining an active presence on social media and club websites can help to strengthen Casablanca's image as a sports destination. Another essential component is staging interclub events, which can draw visitors and soccer enthusiasts from other areas. One participant stated, “Organizing interclub tournament weekends or weeks is an effective strategy for enhancing Casablanca's tourism promotion” (IT5). However, one of the most significant issues remains a lack of suitable infrastructure to accommodate international teams for extended visits. For example, one interviewee stated: “The big teams, like Barça and Real Madrid, don't stay in Morocco for more than 24 hours because we lack training centers like

Mohamed 6” (IT9). Furthermore, existing academies, such as Raja's, have been noted to fall short of meeting soccer teams' infrastructure needs. “The Raja Academy, for example, lacks several crucial facilities, which limits its use and potential to attract foreign teams” (IT9).

- **Theme 4: Durability**

Sustainability and sports tourism: The findings reveal that interviewees agree on the necessity of sustainability in developing the tourism sector, including soccer. Sustainability is viewed as a critical component that may and must be incorporated into soccer tourism development strategies. Integrating sustainability into soccer tourism can take many different shapes. One interviewee emphasized the importance of involving local youth in sports-related activities: “Sustainability can be enhanced by including local youth in the organizing teams and organizing friendly competitions for young people from disadvantaged backgrounds on the sidelines of major events” (IT2). This encourages local development and establishes a long-term bond between sporting events and the local community. Another point raised is the adoption of digital technology to lessen the environmental impact: “Going all-digital, such as digital ticketing, contributes to the abolition of paper, which is a concrete gesture in favor of sustainability” (IT1). Furthermore, sustainable mobility and environmentally friendly activities such as rubbish collection and natural or sustainable lighting are simple but effective ways to include sustainability in the tourism-football partnership. These initiatives demonstrate how sustainability may be integrated across all facets of sports event organization, contributing to the sector's more responsible and sustainable development.

The interview guide emphasizes the importance of engaging stakeholders, improving sports facilities, and integrating tourism and soccer to transform Morocco into a thriving sports and soccer tourism destination.

Table 2 Summary of qualitative results

Morocco as a sports destination	A sports/ football tourism destination in Morocco	Most professionals believe that Morocco has what it takes to become a destination for sports and soccer tourism. They point to easy access and accommodation, the efforts of the FRMF and private promoters, and the country's capacity to host sporting competitions.
	Key success factors	Infrastructure, investment, history, culture, results, strategies and innovation are all essential factors in the success of a sports or soccer destination, according to the professionals. Sports facilities are particularly important.
	Limiting factors	Lack of infrastructure, appropriate hotel services, promotion, insecurity, poor club management, unaffordable prices and a lack of quality offerings are just some of the potential obstacles to the creation of a sports/football destination.
	Integrating tourism and soccer	It's widely accepted that soccer and tourism need to be integrated by creating sporting events, tournaments and tourist circuits around matches. In-depth communication is also crucial.
	Morocco as a sports destination	Morocco's potential as a sports destination is controversial. While some consider that the country has the required infrastructure and expertise, others believe that the country's potential has yet to be fully exploited.
Infrastructure	Sports infrastructure	Football-related facilities such as pitches, stadiums and training centers are considered essential. Specialists differ as to the current availability of these facilities in Morocco.
	Adequate tourism offering	Soccer tourism should include a complete tourist package including accommodation, match tickets, sightseeing and leisure activities. It is also advisable to organize sporting events and promote them.
	Attractiveness of Casablanca	Casablanca's sports infrastructure has received mixed assessments in terms of its soccer tourist potential. Some people find it favorable because of the city's geographical location and connectivity. Others believe Casablanca lacks suitable infrastructure, necessitating a massive new contemporary stadium with amenities, as the Mohamed 5 stadium is inadequate and grounds like as TSMA and Moulay Rachid are underequipped.
Soccer clubs and the promotion of	The role of soccer clubs	Le Raja et le Wydad sont considérés comme des ambassadeurs potentiels de Casablanca. Ils peuvent aider à promouvoir la ville en organisant des tournois, en attirant des stars internationales et en investissant dans des infrastructures.
	Club attractiveness factors	By using digital marketing, organizing tournaments and offering quality experiences to fans and spectators, soccer clubs can enhance Casablanca's appeal.
Durability	Sustainability and sports tourism	Sustainability is essential to soccer and tourism. This can be achieved by involving local youth, implementing environmental awareness initiatives and adopting sustainable digital practices.

Source: Authors.

4.2. Interpretation of quantitative results

Our questionnaire represents qualitative variables, the results of which are expressed as percentages. The study involved a sample of 553 fans.

✓ **Raja fans**

How much do you love football on a scale of 0 to 3? Soccer is significant for 90.1% of fans. The 9.9% are divided between 7% who chose level 2, i.e., reasonably substantial, 2.3% for whom soccer is of little importance, and 0.5% for whom soccer is of no importance.

Are you going to the stadium? 27.8% of respondents visit the site often, permanent visitors represent 26.4% since they check always, and 23.6% visit the site sometimes. However, 11.4% rarely visit the site, and 10.8% have yet to.

What is your reason for going to the stadium? The initial reason for Raja fans to go to the stadium is to support Raja, with a percentage of 36.4%. Another reason I chose, with a rate of 28.4%, is that I like the stadium's atmosphere and the ultras. 22.7% of responses were for I'm a soccer fan. Raja's results accounted for just 7.3%, and the presence of a high-value team coming to play against Raja was only 4.4%.

How satisfied are you with the stadiums? Fans rated the stadiums as unsatisfactory, with a percentage of 49.6%, 32.3% satisfied, 16.4% very dissatisfied, and 1.6% very satisfied.

How satisfied are you with the way the matches are organized? 48.7% are dissatisfied, 39.7% are very dissatisfied, 10.6% are satisfied, and 0.9% are very satisfied.

How satisfied are you with the match ticket purchasing process? 48% are dissatisfied with purchasing match tickets, 31.9% are very dissatisfied, 18.6% are satisfied, and 1.4% are very satisfied.

How satisfied are you with transport when traveling to Morocco? 41.9% are dissatisfied, 33% are satisfied, 22% are dissatisfied, and 3.1% are delighted.

How satisfied are you with the hotels you stay in when traveling to Morocco? We note that 49.1% are happy with hotels when traveling, 30.9% are dissatisfied, 14.4% are very dissatisfied, and 5.6% are delighted.

How satisfied are you with the restaurants you visit when traveling in Morocco? 50.4% are happy with the restaurants on their travels, 27.8% are dissatisfied, 13% are very dissatisfied, and 8.8% are delighted.

What are you most interested in when you travel to a match? Fans are most interested in the match ticket when traveling to a game, with 57.2% of responses going to the match ticket. Accommodation came second with 27.2%, and catering came third with 13%. Other elements mentioned by respondents included the culture of different cities, the atmosphere of the crowd, the city and its people, the fans, security, the organization of matches to avoid problems, hooliganism, transport, Raja, the way back, supporting Raja, minute 90 (leaving the pitch), the pitch.

✓ **The Ultras:**

Ultras, do you know? Raja fans know both ultras with a percentage of 84.3%, 11.7% know only Green Boys ultras, and 4% know Eagles ultras.

Are you a member of an ultras? 81.8% are not ultra members, and 18.2% are ultra members.

What is the role of ultras? 55.96% strongly agreed that ultras are essential in improving the club's reputation, 38.45% agreed, 3.43% agreed, and 2.16% strongly disagreed.

Ultras improve Morocco's tourism attractiveness: 49.46% strongly agree, 41.7% agree, 6.14% disagree, and 2.71% strongly disagree.

Belonging to an ultras group, 42.06% agreed, 41.88% strongly agreed, 11.37% disagreed, and 4.69% strongly disagreed.

Do you think that fans have an offer adapted to their needs? 39.17% disagreed and felt that fans did not have an offer adapted to their needs, 30.32% agreed, 18.59% strongly disagreed, and 11.91% strongly agreed.

Are there tourists who visit Morocco to watch the games and the fans? 44.4% agreed that tourists visit Morocco only to watch the matches and the fans, 40.61% strongly agreed, 11.6% disagreed, and 3.4% strongly disagreed.

✓ **Raja Club Athletic**

How would you rank Raja's popularity? Most fans rated Raja as very popular, with a percentage of 94.4%; 4.3% rated it as popular, 1.1% rated it as unpopular, and 0.2% of respondents said it was unpopular.

Which communication channel do you use to follow Raja news? 27.9% of respondents say they follow Raja news through social networks, whether Facebook or Instagram. 19.8% on sports pages, 16.8% on the YouTube channel, 14% on TV, 10.6% on the Raja app "Raja connect", 5.2% on LinkedIn, 4.9% on newspapers, and 0.6% for others like radio, personal research including those who judged that Raja is everywhere.

Are you a Raja subscriber? Ninety-six percent of respondents are not Raja subscribers, compared with 5.4 percent who are.

Do you think Raja is a club that attracts tourists? Most fans said that the Raja attracts tourists, with a percentage of 94.2%, compared with 5.8% who think that Raja does not attract tourists.

Do Raja and its fans improve Casablanca's tourist attractiveness? 78.7% of respondents strongly agreed that Raja and its supporters improved Casablanca's tourist appeal, 17% agreed, 2.9% disagreed, and 1.4% strongly disagreed.

Do you want Raja to have its ground where it can host its matches? Almost all fans wish Raja to have its pitch, with a percentage of 98.2%, compared with 1.8% who do not.

What would you like to have in Raja? 42% of responses were for the Raja to have a museum, 31.8% for new blinds to be opened, and 24.4% for restaurants and cafés for Rajaouis. Those who ticked "other," in particular, expressed different desires.

Would you like to organize a personal or business event at the Oasis Centre or the Raja Academy? 70.9% want to organize a personal or business event at the Oasis grounds or club academy, and 29.1% do not.

What kind of event would you like to organize? Responses are similar between people who showed interest in organizing a personal or professional event at the club's oasis grounds or academy, as 35.8% want Raja to organize their wedding at the Raja club or academy, 32.8% chose professional events, 30.5% ticked anniversaries. 1.5% for others who wish to technical tours, fan matches and tournaments during and outside Ramadan.

✓ **Personal information**

Are you? Of 554 people, 78.5% are men, and 21.5% are women.

What is your socio-professional category? More than half the respondents were students (57%), followed by civil servants (12.8%), salaried employees (11.6%), professionals (6.9%), soccer players (2.9%), shopkeepers (2.9%), entrepreneurs (2.2%) and engineers (0.2%). 3.6% for other socio-professional categories, whose answers are as follows: job seekers, research engineers, pharmaceutical assistants, junior soccer coaches, doctors, trainees, and journalists.

What age group do you belong to? The dominant category that responded to the questionnaire was young people between 18 and 25 years old, with a percentage of 62.5%, and between 25 and 35 years old, with a percentage of 23.8%. The supporters are young people and those under 18, with a percentage of 9%, 3.8% for those between 34 and 45, and 0.9% for people over 55. So, the average age is 21.5, which represents young fans.

What region do you live in? More than half the fans live in the Casablanca-Settat region, with 56.1% from Casablanca-Settat. The remaining 43.9% are distributed as follows: 11.9% are from Rabat-Salé-Kénitra, 7.6% are from Souss-Massa, 4.7% are from Fès-Meknès, 4.2% are from Marrakech-Safi, 3.6% are from Béni Mellal-Khénifra, 3, 2% are from Draa-Tafilalet, 1.8% are from Tanger-Tétouan-Al Hoceima, 1.4% are from Laâyoune-Sakia El Hamra, 1.1% are from Guelmim-Oued Noun, 0.5% are from Dakhla-Oued Ed-Dahab and 0.5% are from l'Orientale. The remaining 3.1% are fans living abroad in the following countries: Egypt (Alexandria), France (Paris, Clermont-Ferrand, Rennes), Spain (Alicante), USA, Canada, Italy and Russia (Pochinki).

5. Discussion of results

Like all other sectors, tourism has two significant elements: supply and demand. With this in mind, we developed an interview guide to help us analyze with tourism and sports professionals, particularly soccer professionals, whether fans (tourists) have an offer adapted to their needs regarding soccer tourism. We also designed a questionnaire to analyze RCA fans' demand as a case study. Through the two studies, we seek to test our hypotheses at the start of our research and answer the problems and sub-questions. The final objective is to conduct a general analysis of the possibility of creating a soccer tourism destination in Casablanca and to study the variable of soccer tourism attractiveness. According to the qualitative analysis, the opinions of professionals differed between those who see Morocco as a sports/football destination in the present, those who see it as having potential in the future, and others who judge that it can't be because of the lack of potential. To increase the generalizability of our findings, we should compare Casablanca to other cities that have built football tourism offerings.

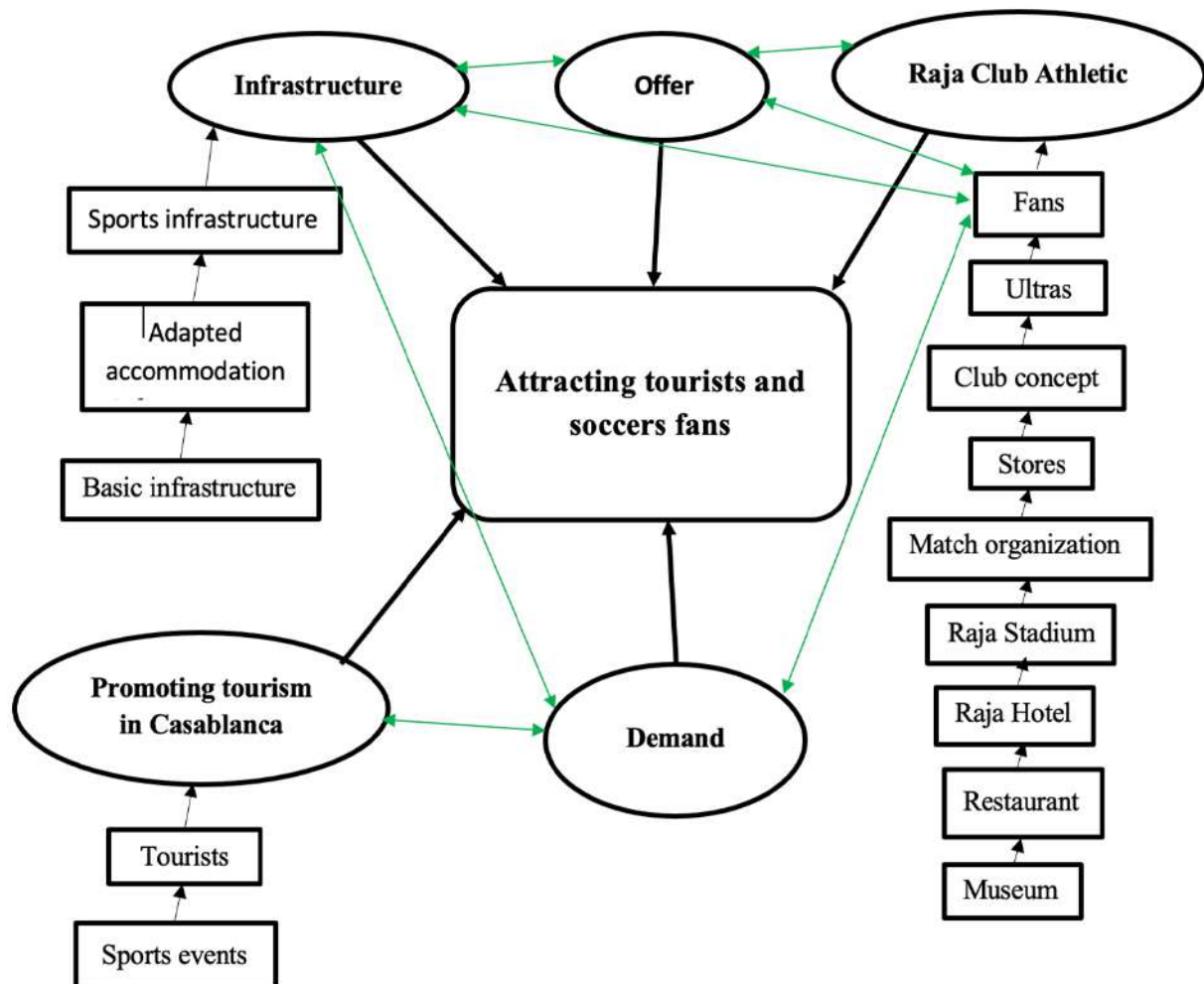
For example, Barcelona and Manchester are places where football is firmly ingrained in the local identity, and the clubs, FC Barcelona and Manchester United, respectively, play an essential role in drawing visitors. These towns have created world-class athletic facilities and ecosystems centered on football, including museums, official shops, and stadium tours that attract millions of tourists annually. Similarly, in Germany, Dortmund and Borussia Dortmund have created a distinct atmosphere around Signal Iduna Park, regarded as one of Europe's most famous venues. The quality of the infrastructure and the range of dedicated services enhance the fans' experience, making it more appealing to tourists. When comparing these examples to Casablanca, it is clear that while CAN has significant potential to attract tourists due to the club's popularity, there are still significant gaps, particularly in terms of infrastructure and services, that must be filled if the city is to truly position itself as a football tourism destination, as these European examples demonstrate. The qualitative study showed that infrastructure is the main obstacle to creating a soccer tourism destination, in addition to the fact that the offer is not adapted to the specificities of soccer. The clubs, for their part, play an essential role in improving the appeal of football to tourists. According to the professionals, Casablanca still needs infrastructures adapted to soccer, whether the main sports infrastructures such as stadiums or ancillary infrastructures such as hotels adapted to footballers and fans, hospitals, sports and physiotherapy rooms, soccer museums, entertainment venues, and restaurants... Organizing large-scale events also plays a vital role in promoting the country as a tourist destination. It enables many people to discover the destination at a specific time, leading to tourists (supporters) returning with their families. All these elements need to be done with sustainability in mind since even soccer tourism can and must respect the aspects of sustainability. According to the quantitative analysis, RCA is a trendy club, which enables it to attract tourists. This popularity is due to the club's track record and the Green Boys and Eagles supporters and ultras, which are essential in raising RCA's profile. Raja's supporters and ultras also play an important role in enhancing Casablanca's tourist appeal. But it's fair to say that fans are not getting what they want. They are dissatisfied with the existing infrastructure and want quality investments that meet their needs and improve the club and destination. Even though fans frequently go to the stadiums, they are not satisfied with the quality of Moroccan stadiums, the organization of matches, the ticket-buying process, or the quality of transport when they travel. In particular, RCA fans expect Raja to have its ground with a museum so that they can visit and take photos with the titles won by the club. They also ask for new blinds, restaurants, and cafés to bring Rajaouis together. RCA can also add event organization since quantitative analysis has shown that most fans want to organize professional and/or personal events. All these elements represent the factors of attractiveness that the Raja currently exerts and can exert in the future in the soccer unit for the tourist promotion of Casablanca in particular and Morocco in general. So, based on the qualitative and quantitative study, we confirm the two hypotheses.

H1: Raja and its fans boost Casablanca's tourist attractiveness	Confirmed
H2: Raja's reputation and popularity have a positive impact on Casablanca's attractiveness as a tourist destination.	Confirmed

Source: Authors.

Thus, our research model after the quantitative study is as follows:

Figure 2 Final Research Model.



Source: Authors.

6. Summary and conclusions:

In conclusion, soccer tourism in Morocco is an essential untapped niche. Thanks to several significant matches and sporting events in Morocco, such as the FIFA Club World Cup, the country has a good reputation. However, we must renovate existing infrastructures and create new ones suitable for the football-tourism duo. We therefore need new, high-capacity stadiums to ensure a diversified offer. They need to be equipped with attractions for men, women, and children, such as shopping outlets, kids' clubs, etc., and hotels suited to footballers and fans alike, such as Manchester United's Old Trafford soccer hotel, owned by the Mariotte chain. The design of sports pitches and complexes should include sports halls and swimming pools, where teams can hold membership cards to accommodate foreign teams during their stay. Soccer clubs play a vital role in this process and must focus on improving infrastructure by transforming teams into real clubs. This transformation requires meeting specific criteria, such as having a

dedicated ground with cafés and restaurants for members and supporters, establishing a museum, and offering tours that showcase the club's history, including photo opportunities with trophies. Furthermore, each club should create its brand, with outlets to sell products and services and leverage its reputation to attract national and international tourists. By doing so, not only will the club gain recognition, but it will also promote its home city and contribute to positioning Morocco as a premier destination.

These actions will provide clubs with financial resources other than match tickets while at the same time benefiting from soccer tourism and ensuring financial spin-offs for the team, the city, and the country. Club supporters are the backbone of soccer. Fans play a vital role in motivating players to win matches, enhancing the country's tourist appeal, and promoting the brand image of their clubs and countries. For these and other reasons, we need to build soccer tourism in Morocco while learning from the experiences of different countries. The great lesson we can learn from this example is to create soccer tourism that tends towards sustainability. The sustainability and development of sports tourism, particularly soccer tourism, can be achieved through a series of strategic actions. Firstly, it is essential to enhance reception infrastructures such as ports, airports, railway stations, and bus stations, along with accommodation and entertainment options, while creating tailored offers for this specific type of tourism. Programming sporting events can boost the region's tourist appeal and contribute to regional development.

Additionally, territorial and sports marketing should be employed to promote the region's image and elevate Morocco's soccer brand on a global scale. Integrating tourism into sports clubs is crucial for attracting tourists, and creating packages that meet this niche market's specific needs is essential. Moreover, capitalizing on the enthusiasm of Moroccan soccer fans and improving the image of Moroccan ultras will further enhance the country's appeal. Ultimately, Morocco has the potential to become a thriving soccer tourism destination by leveraging the country's and each club's attractiveness with a long-term commitment to implementing best practices.

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