Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain)

A dissertation submitted by 
Rico Escobar, Emma

in partial completion of the award of 
MA European Tourism Management

'I hereby declare that the dissertation submitted is wholly the work of 
Rico Escobar, Emma.

Any other contributors or sources have either been referenced in the prescribed manner or are listed in the acknowledgements together with the nature and scope of their contribution.'

School of Tourism
Bournemouth University.


(2010/2011)
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).*
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

**DISSECTATION DECLARATION**

I agree that, should the University wish to retain it for reference purposes, a copy of my dissertation may be held by Bournemouth University normally for a period of 3 academic years. I understand that once the retention period has expired my dissertation will be destroyed.

**Confidentiality**

I confirm that this dissertation does not contain information of a commercial or confidential nature or include personal information other than that which would normally be in the public domain unless the relevant permissions have been obtained. In particular, any information which identifies a particular individual’s religious or political beliefs, information relating to their health, ethnicity, criminal history or gender, has been made anonymous, unless permission has been granted for its publication from the person to whom it relates.

**Ethical and Health & Safety issues**

I confirm that any ethical considerations associated with the proposed research dissertation were discussed with my Tutor and an appropriate research strategy was developed, which would take them into account. I also confirm that any potential health & safety risks were discussed with my Tutor and, where necessary, appropriate precautions were documented, including an appropriate risk analysis and the submission to my Tutor of an ethics checklist form.

**Copyright**

The copyright for this dissertation remains with me.

**Requests for Information**

I agree that this dissertation may be made available as the result of a request for information under the Freedom of Information Act.

Signed:

Name: Rico Escobar, Emma
Date:
Programme: MA European Tourism Management

Rico Escobar, Emma
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

**ABSTRACT**

This Dissertation analyses the current tourism development on two rural municipalities of the Autonomous community of Madrid and the possibilities of implementing a sustainable rural tourism plan for tourism to be used as a tool for local development.

Rural territorial development and rural tourism are the studied themes during the literature review, which allow us to establish knowledge about the major issues and opportunities for rural areas. Besides, special attention is made on rural tourism planning theory and sustainable community learning approach, as the main aim of this study is to create a tourism plan where all tourism stakeholders are balanced.

The goals and objectives of this plan are done through the community necessities, values and future needs. In addition, cooperation among the tourism stakeholders and identification of potential target markets and market segments is study and an analysis and diagnosis of the territory tourism resources is done to discover the tourism potential of the territory.

Conclusions from this analysis and diagnosis are:

The selected rural area has an important tourism potential thanks to its natural and cultural resources. However, some issues have been found that avoid tourism development in the area such as the lack of a tourism leader, the up-bottom common organization, the need for a cooperation between all tourism stakeholders, or the require of all community involvement and awareness.

After, several actions and its strategies for development are exposed according to the sustainable tourism plan.

In the last part of the study some recommendations are developed for local tourism agents and for further academic researchers.

(18,353 words essay)
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

ACKNOWLEDGEMENTS

First of all I want to thank my Dissertation supervisor Mr Jonathan Edwards, for his advise and his interest on the theme rural tourism development on the EU, which was decisive for the choice of my research topic.

I would like to thank all partner ETM Universities, but specially Bournemouth University and Université de Savoie to let us live this amazing experience, to their teachers and all the people in charge of us that were always available when we needed them.

In addition, I am very grateful for the time and help of all interview tourism agents and entrepreneurs. Special mention to all the local citizens that participated on the Focus Group meeting, for the patience to provide me information during a long evening.

Finally, I would like to thank my family and friends for all the support, love and understanding during this long process. Moreover, my sincere thanks are dedicated to my best friend and my soul mate, Julien Lescure who continuously encouraged me throughout the entire process of writing the dissertation.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

TABLE OF CONTENTS

Dissertation declaration ...........................................................................................................3
Abstract ..................................................................................................................................5
Acknowledgements ..................................................................................................................6
Table of Contents ...................................................................................................................7
List of Tables ..........................................................................................................................11
List of Figures .........................................................................................................................12
List of Abbreviations ..............................................................................................................13

CHAPTER 1: INTRODUCCION .............................................................................................15
1.1 Background to the Research Study .................................................................................15
1.2 Rational for the Research .................................................................................................16
1.3 Aims and Objectives .........................................................................................................17
1.4 Dissertation Structure ......................................................................................................17

CHAPTER 2: LITERATURE REVIEW ..................................................................................18
2.1 Introduction .......................................................................................................................18
2.2 Rural Territorial Development Strategy ..........................................................................18
    2.2.1 Rural Areas ..............................................................................................................19
    2.2.2 Rural Territorial Development and Sustainable Development .................................21
    2.2.3 Sustainable tourism development and rural territorial development .......................22
    2.2.4 Rural Development in the European Union ..............................................................24
        2.2.4.1 European Union Funding for Rural Development and rural tourism development ...........................................................................................................24
    2.2.5 The situation in Spain ...............................................................................................25
        2.2.5.1 Historical Evolution of the Spanish Rural Areas ..................................................25
        2.2.5.2 The situation in 2011 .........................................................................................26
2.3 Sustainable Rural Tourism ...............................................................................................28
    2.3.1 The Origins of Rural Tourism .................................................................................29
    2.3.2 Defining rural Tourism ...........................................................................................29
    2.3.3 Types of Rural Tourism ..........................................................................................30
2.4 Rural Tourism as a Tool for Rural Territorial Development ...........................................31
    2.4.1 Rural Tourism planning characteristics ...................................................................31
        2.4.1.1 Types of Rural Tourism planning ....................................................................31
        2.4.1.2 Rural Tourism planning objectives ..................................................................32

Rico Escobar, Emma
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

2.4.1.3 Rural Tourism Planning Difficulties ........................................... 32
2.4.1.4 Rural Tourism planning sustainable approach .......................... 32
2.4.1.5 Social learning approach implementation to planning .............. 33
2.4.2 Rural Tourism Impacts ............................................................. 34
  2.4.2.1 Importance of Tourism in the rural areas .............................. 34
  2.4.2.2 Potential Costs ................................................................ 35
2.4.3 Rural Tourism planning stages ............................................... 37
  2.4.3.1 Stage 1: Establishment of Principles to guide future involvement in tourism .................................................. 37
  2.4.3.2 Stage 2: Rural Resource Audit and Market Appraisal ............ 38
  2.4.3.3 Stage 3: Rural Tourism Master Plan ...................................... 38

2.4.4 Tools for Tourism planning .................................................. 39

2.5 Conclusion ............................................................................. 40

CHAPTER 3: RESEARCH METHODOLOGY ................................................ 40
3.1 Introduction ........................................................................... 40
3.2 Aims and Objectives of the Research ...................................... 41
3.3 Research Process .................................................................. 41
  3.3.1 Specific research tools for Community Planning Process ......... 42
  3.3.2 Secondary sources ............................................................... 44
  3.3.3 Primary sources ................................................................. 44
3.4 Qualitative data collection ...................................................... 45
3.5 Interviews research instrument ................................................ 46
  3.5.1 Sample size ...................................................................... 49
    3.5.1.1 Sampling Strategy ......................................................... 49
    3.5.1.2 Selected Sample ........................................................... 49
  3.5.2 Administration of the interviews .......................................... 52
3.6 Focus Groups research instrument .......................................... 52
  3.6.1 Sample size ...................................................................... 54
    3.6.1.1 Sampling Strategy ......................................................... 54
    3.6.1.2 Selected Sample ........................................................... 55
  3.6.2 Administration of the Focus Groups .................................... 55
3.7 Overall Limitations of the Study .............................................. 57
3.8 Conclusion ............................................................................. 58
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

CHAPTER 4: SUSTAINABLE RURAL TOURISM PLAN FOR THE TERRITORY ..........58
4.1 Introduction........................................................................................................58
4.2 Stage 1: Establishment of Principles to guide future involvement in tourism...........59
  4.2.1 Community values identification.................................................................59
    4.2.1.1 Community history...........................................................................59
    4.2.1.2 Community values...........................................................................60
  4.2.2 Creating a vision of their community development. Outline the goals and objectives of the project .................................................................61
  4.2.3 Discover the strengths and weaknesses of existing tourism industry and planning, and tourism product .................................................................62
    4.2.3.1 Community attitudes towards tourism industry and planning process ........................................................................................................62
    4.2.3.2 Tourism product strengths and weaknesses........................................62
    4.2.3.3 Tourism development opportunities and threats..............................66
4.3 Stage 2: Rural Resource Audit and Market Appraisal........................................69
  4.3.1 Area territorial resource analysis and diagnosis..........................................69
    4.3.1.1 Diagnosis of the territory ..................................................................69
    4.4.1.2 Opportunities and threats for the Territory........................................72
  4.3.2 Area Tourism resource analysis and diagnosis...........................................72
    4.3.2.1 Diagnosis of the territory Tourism ....................................................72
    4.3.2.2 Opportunities and threats for the territory Tourism..........................74
  4.3.3 Cooperation among the tourism stakeholders .............................................75
  4.3.4 Identify potential target markets and market segments.............................76
    4.2.3.1 Promotion and communication .........................................................76
    4.2.3.2 The demand ......................................................................................77
    4.2.3.3 Characteristics of the tourists coming in the territory ......................77
    4.2.3.4 Tourism product and visitor type community desires......................77
4.4 Stage 3: Rural Tourism Master Plan.................................................................78
  4.4.1 Analysis of alternatives...............................................................................79
  4.4.2 Recommendations for action.....................................................................81
4.5 Conclusion.........................................................................................................87

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS ..................................87
5.1 Conclusion.........................................................................................................87
5.2 Recommendations ...........................................................................................87
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

References .......................................................................................................................... 89

Appendices .......................................................................................................................... 99
  Appendix 1: In Depth Interview Model ........................................................................... 99
  Appendix 2: Focus Groups Notes Transcription ............................................................. 103

Appendices: electronic copy ............................................................................................. 108
  Appendix 3: Community History
  Appendix 4: Community attitudes towards tourism industry and planning process
  Appendix 5: Area territorial resource analysis and diagnosis
  Appendix 6: Area Tourism resource analysis and diagnosis
  Appendix 7: Cooperation among the tourism stakeholders
  Appendix 8: Promotion and communication; the demand; characteristics of the tourists coming in the territory
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

LIST OF TABLES

Table 1. The Characteristics of rural and urban Societies.
Table 2. Type of Approach and research method according to the study Objectives and Planning Process Phases.
Table 3. Quantitative vs. qualitative research
Table 4. Interview objectives and questions themes according to each tourism stakeholder
Table 5. Selected Public Bodies tourism agents
Table 6. Selected Local Tourism Service Suppliers and related Association representatives
Table 7. Focus Groups Dynamics according to local citizens research
Table 8. San Martin de Valdeiglesias and Pelayos de la Presa Community Values.
Table 9. Rural area Tourism Product Strengths
Table 10. Rural area tourism product weaknesses
Table 11. San Martin de Valdeiglesias tourism product weaknesses
Table 12. Pelayos de la Presa tourism product weaknesses
Table 13. Rural area tourism development opportunities
Table 14. Rural area tourism development threats
Table 15. Strengths and weaknesses of the territory
Table 16. Opportunities and threats for the territory
Table 17. Strengths and weaknesses of the territory Tourism
Table 18. Opportunities and threats for the territory Tourism
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

LIST OF FIGURES

Figure 1. Sustainable Tourism Development Issues and Inter-relationships

Figure 2. Geographic Distribution of Rural Spain

Figure 3. Population density of the Spanish municipalities

Figure 4. The Rural Tourism Concept

Figure 5. Three elements balance for sustainable RT development

Figure 6. Stakeholders in the Community Tourism System

Figure 7. Planning for Sustainable Rural Tourism

Figure 8. Butler’s tourism product life cycle model

Figure 9. Community Tourism Product Development Planning Process
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

**LIST OF ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAM</td>
<td>COMUNIDAD AUTONOMA DE MADRID/MADRID AUTONOMOUS COMMUNITY</td>
</tr>
<tr>
<td>CACL</td>
<td>COMUNIDAD AUTONOMA DE CASTILLA Y LEON/CASTILLA Y LEÓN AUTONOMOUS COMMUNITY</td>
</tr>
<tr>
<td>CACM</td>
<td>COMUNIDAD AUTONOMA DE CASTILLA LA MANCHA/CASTILLA LA MANCHA AUTONOMOUS COMMUNITY</td>
</tr>
<tr>
<td>EC</td>
<td>EUROPEAN COMMISSION</td>
</tr>
<tr>
<td>EU</td>
<td>EUROPEAN UNION</td>
</tr>
<tr>
<td>FG</td>
<td>FOCUS GROUP</td>
</tr>
<tr>
<td>GDP</td>
<td>GROSS DOMESTIC PRODUCT</td>
</tr>
<tr>
<td>IECAM</td>
<td>INSTITUTO DE ESTADISTICA DE LA COMUNIDAD DE MADRID/MADRID’S AUTONOMOUS COMMUNITY INSTITUTE OF STATISTIC</td>
</tr>
<tr>
<td>INE</td>
<td>INSTITUTO NACIONAL DE ESTADISTICA/NATIONAL STATISTIC INSTITUTE</td>
</tr>
<tr>
<td>IRT</td>
<td>INTEGRATED RURAL TOURISM</td>
</tr>
<tr>
<td>LAG</td>
<td>LOCAL ACTION GROUP</td>
</tr>
<tr>
<td>LEADER</td>
<td>LIASIONS ENTRE ACTIONS DE DEVELOPPEMENT DE L’ECONOMIE RURALE</td>
</tr>
<tr>
<td>MAPA</td>
<td>MINISTERIO DE AGRICULTURA, PESCA Y ALIMENTACION/SPANISH’S MINISTRY OF AGRICULTURE, FISHERIES AND FOOD</td>
</tr>
<tr>
<td>MARM</td>
<td>MINISTERIO DE MEDIO AMBIENTE, RURAL Y MARINO/ENVIRONMENTAL, RURAL AND MARINE MINISTRY</td>
</tr>
<tr>
<td>OECD</td>
<td>ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT</td>
</tr>
<tr>
<td>PRODER</td>
<td>PROGRAMA OPERATIVO DE DESARROLLO Y DIVERSIFICACION DE LA ECONOMIA DE ZONAS RURALES</td>
</tr>
<tr>
<td>RA</td>
<td>RURAL AREAS</td>
</tr>
<tr>
<td>RDP</td>
<td>RURAL DEVELOPMENT PROGRAM 2007-2013</td>
</tr>
<tr>
<td>RT</td>
<td>RURAL TOURISM</td>
</tr>
<tr>
<td>RTD</td>
<td>RURAL TERRITORIAL DEVELOPMENT</td>
</tr>
<tr>
<td>SEPRONA</td>
<td>SERVICIO DE PROTECCIÓN DE LA NATURALEZA/NATURE PROTECTION SERVICE</td>
</tr>
<tr>
<td>SCIs</td>
<td>SITES OF COMMUNITY IMPORTANCE</td>
</tr>
<tr>
<td>SPAs</td>
<td>SPECIAL PROTECTION AREAS</td>
</tr>
<tr>
<td>TO</td>
<td>TOURISM OFFICE</td>
</tr>
<tr>
<td>UNWTO</td>
<td>UNITED NATIONS WORLD TOURISM ORGANIZATION</td>
</tr>
</tbody>
</table>
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martín de Valdeieglesias and Pelayos de la Presa*; Madrid (Spain).
CHAPTER 1: INTRODUCCION

As it states the UNWTO (2009) tourism is considered as one of the major international trade categories. An OECD (1994) study demonstrated how Spain became from the 1960s in a popular touristic destination, assisting to national economic growth. Then, the vast majority of Spain’s visitors were concentrated into the five coastal regions.

Thus, using the experience of many other countries, including Britain, Ireland, France and the United States in how regional economic growth can also be linked to tourism development as OECD (1994), is what we pretend with this study.

Nowadays as the UNWTO (2010), Spain has the 3rd place on the world ranking of the major tourist destinations in terms of arrivals. Referring to Middleton et al. (2009), Madrid city is turning to be an attractor pole of domestic and international tourism for modern short break holidays, like others large cities in Europe. This is leading Madrid to be in 2008 the 6th region in international arrivals and in domestic tourism.

1.1 Background to the Research Study

Barrera and Muñoz (2003 cited Aranda et al. 2009) state RT has strong social and economic potential among development strategies Rural Territorial Development (RTD); as it not only generates income and improves life conditions, but as it increase local competitiveness through endogenous resources, know-how and territorial identity (Aranda et al. 2009).

Lately, globalization is stimulating competitiveness in the rural areas, which has led the multiple application of innovative solutions and new development ways to achieve the economic, social, land and environmental convergence (Astorga 2006; Mozas and Bernal 2006) focus on the endogenous potential of the regions (Moseley 2003).

Among the researchers tourism has clear the interest in the safeguard of the natural environment, cultural heritage and social structure, as they are essential resources for tourism development (Saz and Carús 2008; Girard 2009; McAreavey and McDonagh 2010).

From the creation of the European Union (EU) it has been taken care of its member states and its regions equal development, providing them advice and tools to solve the imbalances between them. Tourism Industry has become a social, environmental and cultural development tool within the EU end there are a large number of development projects that can be supported through European funds including in the field of rural tourism.

The LEADER programme was the most important rural development scheme in Spain in the 1990s and it was more or less replicated by the PRODER (Moseley 2003).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

The Spanish’s ‘Ministerio de Medioambiente, Rural y Marino’ (MARM) (2010) states in Spain the rural surface area occupies more of the 2/3 of the territory and 20% of the population, so the countryside becomes is important.

According to Wanda et al. (2009) rural tourists seek the rural experience to reconnect with the past, perceived simpler life or their roots, and nostalgia plays a strong role on choosing destinations.

As we have seen RT includes all tourism activities that can take place on the countryside.

It is essential that RT development is designed by applying considerations about scale and design, verified if is market-led based on native products and made under strong environmental controls (UNWTO 2004).

We can underline the major holiday experiences of RT as nature, adventure, sport, health, heritage or ethnic tourism, eco-tourism and agro-tourism.

The result of a no-planned tourism development could provoke harder damages than Mass tourism (1993 Crosby cited Ciruela 2008), consequently special care need to be taken on its development.

Besides, sustainable RT planning a three-stage process is necessary: Stage 1 - requires the Establishment of Principles to guide future involvement in tourism, Stage 2 – Rural Resource Audit and Market Appraisal and Stage 3 – Rural Tourism Master Plan, as it is explained on Chapter 4.

1.2 Rational for the Research

According to the Spanish’s ‘Ministerio de Agricultura, Pesca y Alimentacion’ (MAPA) (2005) it does not exist a big difference between the Autonomous Community of Madrid (CAM) central area and the surrounding rural areas. In these rural areas next to the big cities, the demand for leisure has become additional for the economy. The particular area of our study is in the Southwestern region of the CAM.

As we it show both inventories of territorial and tourism resources (Appendix 3 and 4), the territory has a tourism potential development, although there are important gaps that harm this development: inadequate infrastructure, deficient basic equipment, limited diversification of supply focused almost exclusively on weekend visitors and excursionists, and the danger of environmental damage. Tourism industry in the area appeared since last five decades, however, unequal development of the sector between some municipalities and others, the non-coordination among sectors, the weak identity as a destination, make it
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

necessary for a Tourism Plan implantation capable of “putting order ” to tourism in the area and support rural development.

Furthermore, the author chose the current research, for her passion over rural development and rural tourism. Also because her home is in the selected rural area and some day would like to work for community sustainable development in the territory.

1.3 Aims and Objectives

The aim of carrying out this study is to demonstrate the power of tourism as a complementary activity in the generation of rural income. Moreover, how rural tourism is able to generate a sustainable territorial development and its implementation trough the creation of a Rural Tourism Plan for the selected rural area, two villages of the CAM.

To approach this aim, a number of objectives will be addressed as follows:

- Objective 1: To review the literature concerning tourism as an agent of rural development.
- Objective 2: To critically examine the development and implementation of tourism in the area.
- Objective 3: To identify tourism stakeholders in the region.
- Objective 4: To investigate the cooperation among tourism stakeholders.
- Objective 5: To recognize the potential that rural tourism offers to tourism product in the territory.
- Objective 6: To evaluate the key findings and to propose a Sustainable Rural Tourism Plan to generate endogenous rural development in this destination.

1.4 Dissertation Structure

This study consists on an academic piece of work and both theoretical secondary data and practical primary data research are use. It accounts with a total number of five chapters:

Chapter one is the introduction to the study, with main reasons, aim and objectives exposure of the investigation.

Chapter two contains rural territorial development, rural tourism and rural tourism planning theory, to put the study in context.

Chapter three includes the explication of how research was done focus on the used methodology, techniques and tools to obtain the needed information.

Chapter four shape the goals and objectives of the sustainable tourism plan. After, several
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

actions and its strategies for development are exposed.

Chapter five includes some recommendations for local tourism agents, for further academic researchers and the final conclusion.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The amount of destinations investing in tourism development is increasing, for the reason that as defined by UNWTO (2009) tourism happens to be one of the most significant trade industries.

According to Roberts and Hall (2001) it is been a long time Rural Areas (RA) all around the world provide the scenery for leisure and tourism activities, consequently Rural Tourism (RT) has turn into an important and fast-growing industry (Shu-Tzu 2010).

Furthermore, globalization is motivating RA to seek for new ways to achieve the sustainable growth (Astorga 2006). Barrera and Muñoz (2003 cited Aranda et al. 2009) state RT has strong social and economic potential among development strategies Rural Territorial Development (RTD); as it not only generates income and improves life conditions, but as it increase local competitiveness through endogenous resources, know-how and territorial identity (Aranda et al. 2009).

This chapter give details of the theories about how RT can be used as a tool for sustainable RTD, what will be further applied in a RT Plan creation for the chosen rural area.

Information will provide in five related sections. Beginning by the RTD theory review it includes: an analysis of RA; RTD and sustainable tourism development concepts; European Union (EU) Rural Development policies and funds for RTD and RT; it finishes with the situation of Spanish’s RA.

Another focus is to demonstrate how sustainable RT contributes to RTD, through rural tourism history and characteristics.

Finally RT as a key tool for RTD will be explore, from RT planning characteristics, objectives and difficulties looking for the creation of a community friendly sustainable RT Plan for the particular area.

2.2 Rural Territorial Development Strategy

In recent years the rural world nature, landscape, heritage and ‘traditional’ rural societies are receiving more attention, mainly in the more accessible regions, but for most parts of the
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

countryside rural decline issues remain significant. Governments realized of these problems and are working to correct economic imbalances and ensure social cohesion (Rodríguez and Mozas 2000).

### 2.2.1 Rural Areas

Rural areas make up a large part of the worldwide territory. However, it does not exist a unique commonly accepted internationally definition for “rural” areas and the criteria used differ depending on nations (OECD 1994; Rodríguez y Mozas 2000; EC, 2006). It is not simple to describe them even if a rural area is less populated than an urban one.

Referring to Rodríguez y Mozas (2000) the term we consider the most suitable for this definition is that of territory. Considered as a microcosm that defines a particular area where to act and bring development as García (1999 cited by Rodríguez y Mozas 2000), with a multitude of different actors within an ecologically balanced system (Enciso and Roche 2006).

Relevant organisms as the Organization for Economic Cooperation and Development (OECD) and Eurostat use standard statistical information about population basing on local population density to describe typical rural areas: as the OECD (1994) a population density of less than 150 persons per km²; Eurostat set it up to a limit of 100 inhabitants per km² (2003 Spanish’s Agriculture, Fisheries and Food Ministry cited Enciso and Roche 2006).

The European Commission (EC) has consistently used the OECD methodology, e.g. in the Strategic Guidelines for RDP 2007-2013 (EU 2008).

In Spain, the consideration of rural settlement as a geographical depends on the Public Agency: the ‘Instituto Nacional de Estadística’ (INE) ([ca. no date] cited Enciso and Roche 2006) chooses an absolute estimated population value of 10,000 inhabitants; meanwhile as the Spanish’s ‘Ministerio de Medioambiente, Rural y Marino’ (MARM) (2010) it is an area with less than 30,000 inhabitants.

The results of these methodologies are considered as incorrectly reflecting the rural character of areas, particularly in densely populated regions (EU 2008). Taking in consideration a cultural and social approach for valuing rural character of these areas would be required, as they stand for a way of life. They have traditional social structures and issues of community identity and heritage (OECD 1994). Moreover, the Cork Declaration (1996) A Living Countryside states that,
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martín de Valdeiglesias and Pelayos de la Presa*; Madrid (Spain).

Rural areas are characterised by a unique cultural, economic and social fabric, an extraordinary patchwork of activities, and a great variety of landscapes (forests and farmland, unspoiled natural sites, villages and small towns, regional centres, small industries).

**Table 1. The Characteristics of rural and urban Societies**

<table>
<thead>
<tr>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>Association</td>
</tr>
<tr>
<td>Social fields involving few but multiple role relationships</td>
<td>Social fields involving many overlapping role relationships</td>
</tr>
<tr>
<td>Different social roles played by the same person</td>
<td>Different social roles played by different people</td>
</tr>
<tr>
<td>Simple economies</td>
<td>Diverse economies</td>
</tr>
<tr>
<td>Little division of labour</td>
<td>Great specialization in labour force</td>
</tr>
<tr>
<td>Ascribed status</td>
<td>Achieved status</td>
</tr>
<tr>
<td>Education according to status</td>
<td>Status derived from education</td>
</tr>
<tr>
<td>Role embracement</td>
<td>Role commitment</td>
</tr>
<tr>
<td>Close-knit networks</td>
<td>Loose-knit networks</td>
</tr>
<tr>
<td>Locals</td>
<td>Cosmopolitans</td>
</tr>
<tr>
<td>Economic class in one of several divisions</td>
<td>Economic class in the major division</td>
</tr>
<tr>
<td>Conjunction</td>
<td>Segregation</td>
</tr>
</tbody>
</table>

(Adapted from 1966 Frankenberg cited OECD 1994:11)

Traditionally rural areas were associated with primary resource industry (Wanda et al. 2009) as they were conceived as agricultural producing territories to more developed areas (Rodriguez and Mozas 2000). But anymore “rural” is synonymous with agriculture, farming, forestry or fishing; or the contrary (OECD 2004; Enciso y Roche 2006). In the first world countries, the difference between rural society and urban society is that in the rural economic activities are carried out in the nature (Enciso and Roche 2006).

For most rural regions, industrialisation altered their economic and political situation. Agriculture’s share in employment and income is small and declining (OECD, 2004). Population decline, economic change, community regeneration, slow rural employment...
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

growth and higher unemployment are major issues affecting rural regions of the developed world (OECD 1994; Rodriguez and Mozas 2000).

In Spanish countryside authors agree that most of the GDP generated comes from other economic activities than the typical rural (Enciso and Roche 2006), but there are still rural areas that need to diversify income as Millán et al. (2006).

2.2.2 Rural Territorial Development and Sustainable Development

The Rural Territorial Development (RTD) transforms the productive, social and institutional structures of the territory, with the aim of reducing poverty as Schejtman and Berdegué (2004 cited Aranda et al. 2009).


The territorial approach recognizes the complexity of rural areas and additional structures linked forming an economy that transcends the agricultural economy (1999 Farrell cited Paz et al. 2009). That is why several authors (2004 Schejtman and Berdegué cited Aranda et al. 2009; Madoery 2000 cited Paz et al. 2009) propose that the territory is not a specific physical space, but a social construct. It is a set of social relations that originate identity (Aranda et al. 2009).

Lately, globalization is stimulating competitiveness in the rural areas, which has led the multiple application of innovative solutions and new development ways to achieve the economic, social, land and environmental convergence (Astorga 2006; Mozas and Bernal 2006) focus on the endogenous potential of the regions (Moseley 2003). So as De Janvry (1994 cited Paz et al. 2009):

Identifying market opportunities and become competitive, has become the guarantee mark rural development...

This process led RA to RTD sustainability introducing an essential concept: the rural territory and its people as subjects of the overall rural development (Enciso and Roche 2006). RTD considers the improvement in the quality of life of rural citizens, especially the underprivileged as Singh (2009) and as defined by the World Commission on Environment and Development (WCED 1987):
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

RTD acts through particular social transformations (2002 Miranda and Mantos cited Aranda et al. 2009) such as: poverty reduction, widely shared growth, household, national and global food security and sustainable natural resource management (World Bank Group 1997).

Four different dimensions must be articulated to promote endogenous development: the political dimension that allows the territory to make autonomous choices; the economic dimension that addresses the territorial ability to appropriate part of the income generated, to be locally reinvested, providing sustainability and diversifying; the scientific and technological dimension providing territorial capability of generating structural innovation; and cultural identity, communities tie to their territories and generate the necessary social weaving for integral development (1997 Boisier; 2005 Boisier cited Aranda et al. 2009).

2.2.3 Sustainable tourism development and rural territorial development

Sustainable tourism describes a sort of tourism, which includes all types of tourism and is only related to the visit of natural sites and it has a long-term perspective (Atkočiūniene 2009). The concept of tourism sustainability it clearly embraces environment, people and economic systems as the UNWTO definition (2004) proves,

Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

The concern about a non-aggressive development started when they realize tourism expansion has an effect on destinations as Priestley et al. (1996). So, the tourism impacts can be positive or beneficial, but also negative or detrimental (Mason 2003).

Back in the 1980s, the impacts of tourism on the environment already became of major concern as OECD (1980 cited by Priestley et al. 1996). It was on these last decades of the twentieth Century when the new sustainable tourism development models appeared thanks to the change in attitudes.

Furthermore, commonly terms like ‘green issues’ and ‘green tourism’ began to be used due to an increase of interest for environmental issues in countries like the UK, Germany or France where they first appeared (Swarbrooke 2002). The concept started to influence tourism growth and environmental quality; and was integrated on the development public
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

policies (Priestley et al. 1996). But, it was in the 1990s with the more common use of the ‘sustainable tourism’ term, when tourism recognized the importance of the host community and the desire to maximize economic and socio-cultural benefits for it, looking forward for more than just reducing the environmental cost and maximizing the environmental benefits of tourism as green tourism was about (Swarbrooke 2002).

Rural environments have a long history of being a focus of tourism and recreational activities (Hall et al. 2002) and rural tourism has become one of the strategies adopted by RTD. Intervention and planning are fundamental adopting a long-term perspective in sustainable tourism development (Swarbrooke 2002).

![Figure 1. Sustainable Tourism Development Issues and Inter-relationships (Adapted from Atkociuniene 2009: 29)](image)

Among the researchers tourism has clear the interest in the safeguard of the natural environment, cultural heritage and social structure, as are essential resources for tourism development (Saz and Carús 2008; Girard 2009; McAreavey and McDonagh 2010). Poon (1993 cited Saz and Carús 2008), for example, states sustainability of environment must be given top priority in tourism development. Meanwhile, Butler (1980 cited Saz and Carús...
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

2008) affirms that the exploitation of their environment is a potential reason for a tourism destination competitiveness decline.

Even though the EU declares that within tourism activities economic, social and environmental goals can strengthen each other and should advance together (2007 TSG cited McAreavey and McDonagh 2010). There is an opportunity trying to match visitor motivations with community tourism products for sustainable tourism as it is shown in Figure 1.

2.2.4 Rural Development in the European Union

The EU has an active rural development policy mainly because with over 56 % of the population in the 27 Member States of the EU live in rural areas, which cover 91 % of the territory (Europa, 2008).

From the creation of EU it has been taken care of its member states and its regions equal development, providing them advice and tools to solve the imbalances between them. Tourism Industry has become a social, environmental and cultural development tool within the EU and EU government is using tourism to achieve the sustainable development of geographical areas, through policies application and as a result of them (Swarbrooke 2002).

The EU’s concern for the future of rural areas is directly linked to the common agricultural crisis. This involves passing an agrarian vision to a rural approach, considering the country as a new territory, where community is protagonist of its own development as Spanish’s ‘Ministerio de Agricultura, Pesca y Alimentacion’ (MAPA) (2005).

2.2.4.1 European Union Funding for Rural Development and rural tourism development

We will now review the EU funding for rural development as Europa (2010). There are a large number of development projects that can be supported through European funds including in the field of rural tourism. Some examples are:

- **European Regional Development Fund** (ERDF) for sustainable development projects of infrastructure, promotion of ICT or innovation in the SMEs. The Cohesion Fund also finances environment and transport infrastructures. Also support more sustainable patterns of tourism to enhance cultural and natural heritage.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

- **European Social Fund** (ESF) co-finances projects targeting educational programs and training in order to enhance productivity and the quality of employment and services.

- **New European Agricultural Fund for Rural Development** (EAFRD) will provide support for: improving the quality of agricultural production and products or encouraging tourist activities as part of the diversification of the rural economy objective as rural tourism has become an important source of diversification of the rural economy, well integrated with farming activities.

- **European Fisheries Fund** (EFF) introduces as a new priority theme for the period 2007-2013 “the sustainable development of fisheries areas”. One of the areas to which fishermen may redirect their activities is eco-tourism. Small-scale fisheries and tourism infrastructure will also be supported through the EFF.

Besides it is essential to get to know the LEADER Initiative as it has largely contributed to rural development facilitating tourism development. According to the European Commission (EC) (2011) LEADER it is one of four initiatives financed by EU structural funds.

The EC created LEADER I in 1991 when they realized that rural development could be a key element for the EU regions cohesion (De los Rios [ca. 2002]). It was the first rural development policy territorial based. The differentiation element is that the EU aid is locally managed through the Local Action Groups (LAGs); those are groups of public and private partners. The LAGs are excellent education and lifelong learning tools where decision-making of general interest is made with a democratic and participative government.

Due to the LEADER I success LEADER II appeared in 1994 which is divided in four phases that defined the new development policy: skills acquisition in the new areas, transnational cooperation for common projects conception, European Network for Rural Development for knowledge and experiences exchange and rural innovation programs to find local adapted solutions (De los Rios [ca. 2002]). Finally LEADER + and is designed to assist rural actors to be aware of the long-term potential of their region (EC 2011).

### 2.2.5 The situation in Spain

#### 2.2.5.1 Historical Evolution of the Spanish Rural Areas

The Industrial Revolution in the 19th century brought deep changes to the whole set of European rural areas, however it does not develop at the same time. The essential element of
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

difference with the respect of Western Europe is the development delay, is the determining influence that the civil war and post-war period would have what makes the rural transition in Spain an anomalous and particular phenomenon. This will modify the conditions of the set up of Spanish’s rural areas nowadays (Ortega 2004).

Under a territorial technocratic and authoritarian management, in which local interests did not have any value, rural communities were condemned to be simple witnesses and victims of the non-responsible political and social actions carried out by the administrations (Ortega 2004).

It was from 1940 to 1975 when the countryside social destruction took place with the complete alienation of forestry and farming areas management and the total dismantling of rural services; determining factors of the final exodus. There were a large number of people emigrating to the countries or European urban centres in a very short time. This transition process transformed the Spanish’s countryside (Ortega 2004).

Furthermore, from the 1980’s Spanish and Western Europe rural areas are being affected by the so-called crisis of the rural world. A definite end of a farming based occupation form. The European Union launched rural development policies to deal with this agricultural crisis (Ortega 2004).

So, in Spain the present development policy was impulse by both the European Union rural development policies and the autonomy reached of the regions after the Spanish’s Constitution in 1978. Over time there is a change in development policy to a more decentralized policy (bottom-up policy) in which the actors in the territory have much to say (Mozas y Bernal 2006).

The LEADER programme was the most important rural development scheme in the 1990s and it was more or less replicated by the PRODER – the national government’s equivalent programme (Moseley 2003).

2.2.5.2 The situation in 2011...

The MARM (2010) states the rural surface area occupies more of the 2/3 of the territory, so the countryside becomes is very important. Also according to law 45/2007 of December 13th (2007 cited MARM 2010) the Spanish countryside integrates 20 percent of the population, which affects 90 percent of territory.

Rural municipalities are distributed throughout the Spanish territory, see Figure 2, but with less concentration on the Mediterranean coast, especially in the area of the Levant, and in both archipelagos. Madrid highlights with less than half the area considered rural, featuring
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

the largest concentration of population in the capital and surrounding municipalities. Something similar happens in the city of Barcelona and its metropolitan area (MARM 2010).

According to MARM (2010) the demographic trend is oriented to the concentration of population in the urban and peri-urban areas as it shows the Figure 3 plots the density of population in the Spanish’s municipalities.

![Image of Geographic Distribution of Rural Spain](image)

**Figure 2. Geographic Distribution of Rural Spain (2008 Municipal Census INE done by MARM 2010)**

The population is mostly concentrated on the coast, cities and their metropolitan areas and the Balearic and Canary Islands. This pattern of geographic distribution of the population responds to a spatial concentration of population around large urban areas, which can cause severe population imbalances in the geographical distribution population of Spain (MARM 2010).

As we saw, according to MARM rural areas are considered municipalities or having a population less than 30,000 inhabitants and a density of less than 100 inhabitants. With this definition and the following criteria: population density, population trend, percentage of assets in the sectors primary, secondary and tertiary levels, proximity to urban and territorial structure; MARM obtained the qualification of rural areas:

- Revitalizing rural areas
- Rural intermediate
- Peri-urban rural areas

Rico Escobar, Emma
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Furthermore, referring to Jacques Delors ([ca.no date] cited MAPA 2005) in terms of diversity and problems characteristics we could distinguish three types of rural areas in Spain

1. **Rural areas next to the big cities**, where besides the traditional agricultural products, a demand for leisure has become additional for the economy. There are various areas of economic opportunities, but increasingly have more environmental degradation. This is the case of the three villages where the subject of our thesis.

2. The **classic rural**, agricultural commodities, subject to permanent emigration and lack of local resources to ensure its economic development.

3. There is a type of areas that are identified with the **deep rural** outlying areas of the country, without access to global economic development.

### 2.3 Sustainable Rural Tourism

In recent decades rural environment had been rediscovered as a new touristic scenario. A revitalization of the rural areas has occurred, reintegrated it into our life (Ioldi 2002).

Tourism has become a significant development tool for large rural European areas and the EU clearly chose to support RT, due to its benefits in terms of infrastructure improvements, employment and the stimulation of other economy sectors (Millán 2002).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

In Spain, as MARM (2010) RT has rapidly risen in the last ten or fifteen years. Rural areas economic diversification has been based on tourism and it exists specific RT information section on the INE statistics. Meanwhile, normally growth in RT is difficult to measure, because few countries collect statistic data (OECD 1994).

While tourism nationally has grown by an average 3% per year in terms of overnight stays and 7% in terms of visitors (8% national, 5% international); rural tourism in Spain has grown by about 20% per year during the period 2001-2007 for both nights and the number of domestic and international visitors (MARM 2010).

2.3.1 The Origins of Rural Tourism

RT is an emerging sector that arises from the need to address consumer demand for environmental goods found on the countryside (2003 Villar cited Aranda et al. 2009) and for new experiences (UNWTO 2004; Millán et al. 2006).

RT main characteristics are the urban demand, the need to escape from their daily life, the pursuit of leisure areas and rural values related to the feeling of relaxation and peace (MAPA 2005; 2000 Andrés cited Aranda et al. 2009) or as Wanda et al. (2009):

Many seek the rural experience to reconnect with the past, perceived simpler life or their roots. Nostalgia is a strong motive for tourists choosing destinations.

2.3.2 Defining rural Tourism

We could define RT as all the tourism activity that takes place in the countryside, and it is based on local relationships and resources (Ciruela 2008). It includes a range of tourism activities and services delivered by local family business (Polucha et al. 2009), resulting in an integrated offer (Aranda et al. 2009).

Nowadays, RT is considered as a three-dimension development view industry, as better represents the UNWTO (2004) concept for RT:

It embraces a number of constituent elements, at the heart of which lie the rural tourism community. Rural tourism is dependent on the countryside, which an area has to offer; it’s heritage and culture, rural activities and rural life.

For this research, sustainable RT will be the base. The definition we would be kept is the one given by Crosby (1993 cited Ciruela 2008) where RT must be developed under control, quality design and product management. In order to, reach local economy and culture
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

revitalization, protecting environment and formulating a sustainable resource use, counting with the community.

Figure 4. The Rural Tourism Concept (Adapted from UNWTO 2004)

2.3.3 Types of Rural Tourism

As we have seen RT includes all tourism activities that can take place on the countryside. So as described by the OECD (1994) rural tourism is a multi-faceted activity, and according to several authors (OECD 1994; 2006 Silva cited Aranda et al. 2009; MARM 2010) we can underline the major holiday experiences of RT as the following:

- Eco-tourism
- Agri-tourism
- Nature Tourism
- Adventure Tourism
- Sport Tourism
- Health Tourism
- Heritage Tourism
- Ethnic Tourism

All these non-agricultural RT activities gradually gained value and evolved into production chains from farms, agricultural industries, transportation systems, restaurants and communications, etc. Due to the deep relationship between rural areas and its history, folklore, customs and traditions extend the potential audience for those not so interested in nature tourism (MARM 2010).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Thus, RT has become a local development propeller for communities who provide those services (Aranda et al. 2009) but always in a sustainable manner (MARM 2010). An emergence of competitive environment care strategies is appearing on the last decades of the twentieth Century thanks to the change in attitudes of tourists as are more concerned with the environment quality.

2.4 Rural Tourism as a Tool for Rural Territorial Development

A possible approach could be to recognize tourism activity is not good or bad; maybe it can generate a positive contribution to local communities by minimizing through activity planning undesirable consequences of RT at the same time (Rodilla y Villaplana 2002).

Planning is justified, as biodiversity, environment and enjoyment of nature are public goods that need to be efficiently assigned by the market; so a framework of goals and means it is necessary (Cambrils 2002). Furthermore, as Aranda et al. (2009) fundamental requisites for RT to consolidate as an economic RTD alternative are:

- A defined cultural identity, valuing territorial resources.
- An attractive tourism offer development in a global context with solid institutional support for local entrepreneurs, territorial marketing, integration of local actors, and establishment of alliances with other territories.

2.4.1 Rural Tourism planning characteristics

It is essential that RT development is designed by applying considerations about scale and design, verified if is market-led based on native products and made under strong environmental controls (UNWTO 2004).

2.4.1.1 Types of Rural Tourism planning

Planning could be done and classify according to diverse categories as Cambrils (2002):

- Scale of the territory: interregional, regional and local.
- Length: short term (1-2 years), medium term (3-4 years) and long term (5 or more years).
- Sectoral level planning: global or integrated (reaches all elements and relationships that influence over tourism activity) partial or sectoral (affects just tourism elements).
- Enforcement degree and its implementation: indicative, compulsory or binding.
- Objectives: strategic (markets and product identification) or operative (product, price, distribution and recreation action definition).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

2.4.1.2 Rural Tourism planning objectives

According to Cambrils (2002) Strategic tourism planning in a rural or natural environment can follow the next objectives:

- New product creation for one or several demand segments.
- Sustain actual tourism product offered, correcting it weaknesses and reinforcing its strengths according to the demand.
- Offered product differentiation from those competing products from other destinations.
- Change or extension for current demand segments
- Offered product and current demand segments replacement (diversification)

2.4.1.3 Rural Tourism Planning Difficulties

A report by the UNWTO (1994 cited Cambrils 2002) showed that the 56% of the projects were never run because:

- The high cost of measures proposed implementation
- The strong opposition of various interest group
- Opinion differences between government and private organizations
- Strong financial and commercial dependence of large external chains or tour operators

2.4.1.4 Rural Tourism planning sustainable approach

For sustainable tourism development a balance needs to be achieved between the host, community, tourists and the landscape for sustainable RT development (Reid 2003; UNWTO 2004) and both tourism planning and development will have to work together (Rodilla y Villaplana 2002).

A necessary bottom-up based, community driven and planned approach to development that will lead to long-term integrated and sustainable industry (Reid 2003).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

2.4.1.5 Social learning approach implementation to planning

In many tourism destinations as Wanda et al. (2009) there are normally the businesses or product suppliers (as they assume the financial risk) and the consumers involve in the planning process. However, community should take part on the decision making from the beginning, as in tourism local inhabitants are producers of the attraction (ibis). Besides, still adding additional time to the process, it would generate a product with which all could be satisfied (ibis).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Mainly tourism planning has relied on the social reform and policy analysis models of planning, however social learning approach which focuses attention on involving stakeholders in the process and environment have remained less used. This is the approach that provides the focus of this research (Reid 2003).

This theory provides a technical framework for a large process of community negotiation and its differences with the other theories are: the data gathering and analysis procedures provide information to collective wisdom on which depends decision making, meanwhile in the social reform and policy analysis are used by decision-makers to influence the project goals or determine the tourism products nature; About the role of the planner in the social learning approach he will assist and involve the community and rest of stakeholders in the planning process, acting as a process facilitator, rather than deploying specialist knowledge as in the other models (ibis).

2.4.2 Rural Tourism Impacts

Impacts assessment is further analyse individually due to its role importance to tourism planning. It is important when developing tourism to realize that the tourism industry comprises a pattern of facilities and activities affecting other areas of the system (ibis).

2.4.2.1 Importance of Tourism in the rural areas

A large sample of authors (Butler et al. 1998; UNWTO 2004; 2003 Riveros and Blanco cited Aranda et al. 2009; Atkociuniene 2009; Polucha et al. 2009; MARM 2010) agree RT has clearly come up as an instrument of RTD with the virtue of creating economic, social and environmental potential benefits on the host community that can be summarised as:

- It generates economic activity (small business emergence).
- It generates employment (new jobs creation in undeveloped areas attract tourists) and helps to sustain it on (existing businesses) and on other industries (employment creation for workers on declining industries as agriculture).
- It creates a multiplier effect on the economy (impacting on other economy sectors).
- It stimulates local activity diversification.
- It boost host population quality of life (sustaining local services and broading the range of local products and services).
- It contributes to local government through taxes/rates (incentive structural infrastructures development).
- It brings cultural exchange between locals and tourists (contributing to solidarity and social cohesion).
- It happen a revitalization of traditions, customs and crafts; Strengthening of regional identity.
- It encourages rational use of the resources contributing to preservation of heritage and conservation of natural environment (as it uses often the same resources).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Entrepreneur’s participation, financial support, and qualified human resources are totally necessary for RT planning success (2003 Freiría cited Aranda et al. 2009). Yet, rural environment and culture are very fragile (UNWTO 2006). Fortunately, authors are getting more concerned with sustainable RTD strategies that engage the host community and protect environment as Atkociuniene (2009); those conceived by the community itself and oriented for sustainable development, it comprises the following benefits:

- It encourages not just the rural area preservation, but also the rural lifestyle.
- It promotes partnership between farmers, local groups, government agencies and other tourism providers.
- Gives priority to the inclusion of those most disadvantaged in the development process, the project is based on the needs of the whole community (all ages) and not just one individual group.
- Local government and social institutions become more aware of the community needs as tourism cannot exist without their support.
- Gives local people a sense of pride for the achievement, giving them the confidence to plan and develop further.

To conclude even if there are numerous positive RT impacts, still not all commentators are convinced that the benefits surpass the costs as McAreavey and McDonagh (2010).

### 2.4.2.2 Potential Costs

Negative impacts are the result of a no-planned tourism development, which due to its psychosocial penetration could provoke harder damages than Mass tourism (1993 Crosby cited Ciruela 2008). For this reason, tourism in RA needs to be part of sustainable development strategies (Polucha et al. 2009).

Most problems in rural areas are related to:

- Large numbers of visitors (Priestley 1996; Viñals 2002).
- The use and abuse of natural and cultural resources (Rodilla y Villaplana 2002).
- Large-scale facilities or events in villages (Priestley 1996; Viñals 2002).

These factors alter the sustainability of the area that stop attracting ecotourism tourists and become a common tourism destination (Viñals 2002).

These impacts depend on size and type of tourism activities as well as local conditions of destination areas (2002 Polucha et al. cited Polucha et al. 2009). Normally, they would appear during the transport and stay tourism phases as (Rodilla y Villaplana 2002). Passenger, energy, goods and information transport produce an environmental impact due to the infrastructures needed and the energy consumed (ibis); during the stay generation of waste, visual injure due to infrastructures, threat to water supplies causes of environment
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Furthermore, the major negative impacts of tourism on a natural setting over the resources are presented.

**Environmental impacts**: soil compaction and erosion (traffic and tourists) (Rodilla y Villaplana 2002); change on the use of land (1980 Butler cited Shu-Tzu 2010); alteration of aquatic and riparian vegetation, chemical pollution (boats) (Rodilla y Villaplana 2002); destruction of vegetation (walkers, fires, demand for souvenirs); changes in plant species (ibis); wildlife disturbance (visitor approach); direct mortality (hunting and fishing, demand for souvenirs); alteration of habitat; introduction of artificial elements (observatories, piers, etc.) (ibid).

**Socio-cultural negative impacts** could cause: authenticity of local community traditions or customs threat (ibis); cultural Heritage destruction (ibis); rural well being discomfort as Reeder and Brown (2005 cited McAreavey and McDonagh 2010); negative attitudes to tourists due to congestion. A study by Andereck et al. (2005 cited Shu-Tzu 2010) reported that respondents economically dependent on tourism had more positive attitudes towards the industry.

**Economic negative impacts** are the following: pressure on public services (Polucha et al. 2009); lack of economic benefits if citizens are not involve enough (Rodilla y Villaplana 2002); land price increase because of the demand for holiday homes by tourists (UNWTO 2004); more investment, causing prices to rise (2002 Sharpley cited Shu-Tzu 2010); economic dependency on tourism, the risk of turning the territory into a mono-functional unit (2000 Andrés cited Aranda et al. 2009); low quality of the jobs created Reeder and Brown (2005 cited McAreavey and McDonagh 2010).

RT should not be treated as the only source of revenue just as a complement to development itself. According to Keane and Quinn (1990 cited Miller et al. 2006) because its low occupancy rates and high investment; others like Ortega (2004), as its economic significance it just significant in places with natural or cultural interest.

According to Atkociuniene (2009) by a community driven RT planning disbenefits could be:

- People can become over ambitious and develop unrealistic, bringing all the community together.
- Too many chiefs and not enough real workers, potential pitfall.
- The project should benefit the whole community and not just individuals.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

- There is a need for a co-ordinate planning policy that encourages integrated rural development.
- Local people can become dissatisfied with their lives, social factor.

2.4.3 Rural Tourism planning stages


These stages would be completed with the contents for a community-driven tourism plan as a Reid et al. (2001 cited Reid 2003) in a planning manual titled Visiting your Future: A Community Guide to Planning Rural Tourism.

Besides, research methods of the essential theories, tools and concepts analyse during the RT planning stages are further analyse on the Chapter 3 Methodology. These stages are expanded to provide a basis for the methodology, see below.

![Figure 7. Planning for Sustainable Rural Tourism (Adapted from UNWTO 2004)](image)

2.4.3.1 Stage 1: Establishment of Principles to guide future involvement in tourism

It is sure RT strategists need to determine their aims OECD (1994) though; in a community-friendly development model it is community who has to establish the key principles to guide future participation in tourism (UNWTO 2004). As it is shown underneath:
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

1. Providing a history of the community focusing on the tourism development and describing the predominant values (Reid 2003). It is vital to clarify which values should be commoditized and share with outsiders, and the ones that should remain untouched or protected (Reid 2003; Wanda et al. 2009).

This could be done under these four headings as UNWTO 2004:

- Environmental Principles
- Social Principles
- Heritage / Cultural Principles
- Economic Principles

2. Creating a vision of their community development. Outline the goals and objectives of the project.

3. Outline the features and themes that give strength to the tourism project in the community and discover the weaknesses in the product.


2.4.3.2 Stage 2: Rural Resource Audit and Market Appraisal

Next step will consist on:

4. In the inventory of all physical and human major attributes in the community, which have a potential for RT development (Reid 2003; UNWTO 2004).

5. Consultation with key stakeholders. Investigating the cooperation among tourism stakeholders.

6. A market appraisal is necessary to identify potential target markets and market segments (UNWTO 2004), which will include future tourists and tourism business expectations (Cambrils 2002). Discovering not only the type of tourism product they want to offer (Wanda et al. 2009) but also the visitor type they would like to attract (UNWTO 2004).


2.4.3.3 Stage 3: Rural Tourism Master Plan

Finally a tourism product development programme will be designed meeting the community future development needs, market needs and solving the problems found on the Audit. Beginning with:

7. Analysis of alternatives

8. Recommendations for action listed according to importance; from new business attraction for completion of the tourism planning process, new events, or a town beautification plan (Reid 2003).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Furthermore, proposals relating to accommodation standards, guidelines, environmental protection, market training and investment are essential in guaranteeing a successful Rural Tourism Master Plan (UNTWO 2004).

Main requirements will be: environment resources protection, so possible tourism development impacts should be identified and considered (Cabrils 2002) and social, political and entrepreneurial capacity building, so they could take care of their development and collect resources to implement their goal, as development funds (Reid 2003).

9. Organizing tourism planning process through a managerial structure that would implement and monitor the system overtime. This should include all stakeholders from community, business, and non-business groups (Reid 2003).

10. Implementation of the strategic plan, this is HOW recommendations will be completed and WHO will be responsible for the action. It included the planning system and the monitoring system (Reid 2003).

2.4.4 Tools for Tourism planning

There exist several useful tools for tourism planning that could be interesting when creating a RT Plan as:

- Butler’s tourism product life cycle model (1980 cited Reid 2003) could be use to complete this fraction of the planning, as it can be used not only as an evolution and prediction destination development tool, but also as a planning instrument through the use of rejuvenation strategies that will prevent the destination decline (See Figure 8).

It consists on a destination life cycle analysis that applies as variable the development objective and the community well being; to find the right visitor number in accordance with the area resources (Reid 2003).

- It is also important to measure and be aware of the destination carrying capacity to avoid over-crowding and not lead to negative attitudes to tourists (UNWTO 2004).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

2.5 Conclusion

Since some decades many RA are facing important economic and social structural challenges. As we have seen on this Literature Review more and more authors are aware of these problems. They are identifying and proposing new development ways within the framework of RTD like RT, that can be an economic alternative with a great local economy expansion and territorial resource re-valuation potential.

To often tourism growth has been unplanned, but by making a small number of fundamental issues the focus of planning process potential undesirable effects can be mitigated (Wanda et al. 2009).

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the secondary and primary data research tools and the methods of analysis applied are review, explaining why they were chosen and how they were adapted to the study. The limitations encountered during the research are discussed in the last section of the chapter.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

3.2 Aims and Objectives of the Research

The research seeks to demonstrate that Rural Tourism (RT) can support sustainable Rural Territorial Development (RTD) through the creation of a ‘Sustainable Rural Tourism Plan for the territory’.

To achieve this aim, a number of objectives were set:

- Objective 1: To review the literature concerning tourism as an agent of rural development.
- Objective 2: To critically examine the development and implementation of tourism in the area.
- Objective 3: To identify tourism stakeholders in the region.
- Objective 4: To investigate the cooperation among tourism stakeholders.
- Objective 5: To determine the potential that rural cultural tourism offers to tourism product in the territory.
- Objective 6: To evaluate the key findings and to propose a Rural Cultural Tourism Plan to generate a sustainable rural development in this destination.

3.3 Research Process

While basic planning theory was outlined earlier in the literature review (LR) to provide the research context and the overall structure for the planning approach, this chapter exposes technical framework based upon the use of academic tools needed for tourism planning. So, the RT Plan Phases will be re-formulated here to remember and clarify:

*Stage 1: Establishment of Principles to guide future involvement in tourism*

1. Community values identification.
2. Creating a vision of their community development. Outline the goals and objectives of the project.
3. Discover the strengths and weaknesses of existing tourism product and planning process.

*Stage 2: Rural Resource Audit and Market Appraisal*

4. Resource analysis and inventory.
5. Consultation with key stakeholders. Investigating the cooperation among tourism stakeholders.
6. Identify potential target markets and market segments.

*Stage 3: Rural Tourism Master Plan*

7. Analysis of alternatives
8. Recommendations for action listed according to importance.
9. Organizing tourism planning process. Including budgeting and financing; marketing and promotion.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


It is vital to make clear that this study is totally indicative; it comprises a scientific academic piece of work and not a Public Project. Due to this nature and timing not all RT Planning Stages are concluded rather it concentrates on stages 1 to 7.

The research period was undertaken in a seven-month period, from January to August 2011. Three different research methods were used in this study: analysis of secondary data sources, in-depth interviews and focus groups.

### 3.3.1 Specific research tools for Community Planning Process

Tourism planning is informed by information, analysis and the interpretation of what that data means to the system (Wanda et al. 2009). In a classical Community Tourism Product Development Planning Process two types of research are suggested designed for support the planning process first the Positivistic research for the collection of quantified data and an Interpretative research for the qualitative data.

![Figure 8. Community Tourism Product Development Planning Process (Reid 2003; Wanda et al. 2009)](#)

The planning process is presented in Figure 8, where data gathering and analysis are used to inform the collective wisdom of those involved in the process and the results would drawn
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

the planning solutions. The role of the tourism planner would be a **process facilitator** following the social learning approach as Reid (2003).

Secondary and primary data arise from different research methods, and are required to support tourism planning, were used. Those data related to the different study objectives used to inform the aim of this future dissertation and are strictly linked with the rational for the study design. It is presented around with the necessary research activities in order to demonstrate which objectives and planning stages are pursued by which approach and method (Table 2).

### Table 2. Type of Approach and research method according to the study Objectives and Planning Process Phases.

<table>
<thead>
<tr>
<th>RT PLANNING PHASES</th>
<th>TYPE OF APPROACH</th>
<th>RESEARCH METHOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literature Review concerning tourism as an agent of rural development</td>
<td>Secondary Research</td>
<td>Academic literature review &amp; public or private organizations publications, statistics or reports</td>
</tr>
<tr>
<td>Resource analysis and inventory (economic, physical, human, regulation &amp; logistical and infrastructure) Tourism Impact Analysis, Market Analysis &amp; Cooperation among tourism stakeholders analysis</td>
<td>Secondary Research</td>
<td>Local public or private organizations publications, statistics or reports</td>
</tr>
<tr>
<td></td>
<td>Primary Research</td>
<td>Interviews to GAL managers, Local Authorities, related merchants Associations representatives and tourism business owners</td>
</tr>
<tr>
<td>Community values identification Creating a vision of their community development Outline the goals and objectives of the project Strenghts and weaknesses in the product</td>
<td>Primary Research</td>
<td>1 Focus Groups through evaluation, exercises and group dynamics &amp; Personal Interviews to citizens Associations representatives</td>
</tr>
</tbody>
</table>

(Author’s own 2011).
3.3.2 Secondary sources

Secondary data is the existing data that was collected for another (primary) purpose, where the researcher is the second user (Veal 2006). The data was retrieved from large variety of sources: academic materials such as journals, textbooks or e-books, and guidebooks; Public Bodies and Private Organizations; reliable Internet web pages. Spanish and Madrid specific information was recovered from Spanish’s Government, Madrid’s Regional Government and Local Governments publications, statistics or reports.

The literature review in this dissertation benefited from the existing literature about the main themes studied, such as rural territorial development, sustainable rural tourism and sustainable tourism planning.

Information caught for the territorial and tourism resources analysis provides explicit ideas of what development and tourism means for the selected rural area. It mainly came from: Madrid’s Rural Development Program 2007-2013, Consorcio Sierra Oeste (GAL Sierra Oeste) reports, tourism publications as brochures and guides, the UE Leader II Evaluating the territory’s Tourism Potential Guide, and local tourism guides and brochures.

Some advantages of this secondary data were that: the data was rapidly available, there was no cost from collecting it and no errors were done on data collection as Veal (2006).

3.3.3 Primary sources

Primary data is when the researcher is the first user, what means he/she collected the information (Veal 2006).

A deductive (theory-driven) approach was use on the qualitative data research preparation with the Interviews and Focus Groups and the later data analysis.

A specific coding schema was created to extract different type of essential information depending on the community based ‘Sustainable Rural Tourism Plan for the territory’ formulation. Those codes born from the conceptual framework were:

- Community values and strengths.
- Tourism place on local development. Analysis and Diagnosis.
- Community future vision. Objectives and wishes for tourism and local development.

3.4 Qualitative data collection

Whilst the quantitative approach relies on numerical evidence to draw conclusions or test hypotheses, large numbers of people are needed to results to be reliable and computers to
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martin de Valdeiglesias and Pelayos de la Presa*; Madrid (Spain).

analyse it (Veal 2006). Analysis is done through variables relationships and how they affect a population (Altinay and Paraskevas 2008).

On the contrary, **Qualitative** approach is concerned generally in gathering a great deal of information from a small number of people. It is useful for leisure or tourist behaviour and rounded situation understanding, as is based on personal experiences and feelings (Veal 2006); encouraging informants to introduce significant concepts from their point of view (Altinay and Paraskevas 2008).

Main differences between those two approaches are summarised in Table 3.

**Table 3. Quantitative vs. qualitative research**

<table>
<thead>
<tr>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>More subjective</td>
</tr>
<tr>
<td>Deductive</td>
<td>Inductive</td>
</tr>
<tr>
<td>Generalizable</td>
<td>Non generalizable</td>
</tr>
<tr>
<td>Numbers</td>
<td>Words</td>
</tr>
<tr>
<td>Scientific evidence</td>
<td>Personal Conclusion</td>
</tr>
</tbody>
</table>

(Author’s Own from Altinay and Paraskevas 2008)

There exists a debate between qualitative and quantitative research, but it is widely accepted that the two approaches complement each other (2003 Bryman and Bell cited Veal 2006; Altinay and Paraskevas 2008). Quantitative research is often based on initial qualitative work. However, researchers tend to use quantitative measures where possible, seeing that research studies are seeing as most significant as Kraus and Allen (1987 cited Veal 2006).

In fact, qualitative methods appeared in the tourism studies with the firsts publications including shift to mix quantitative and qualitative methods back in the nineties. In our time, qualitative studies are broadly accepted and as common as quantitative studies in leisure studies (Veal 2006).

Concerning to the nature of our study, **qualitative** research was the most appropriate one, as understanding the full leisure situation through tourism stakeholders was indispensable. This is perfectly made, ‘to explain why things are like this and how they might be’ (Veal 2006).
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).*

Besides, it is recommended by Weeden (2005) to keep non-experts separate from the experts when conducting research into community based tourism, as they may feel inhibited by the experts and a range of viewpoints will not be collected.

For this reason, Interviews were conducted to get the experts point of view and Focus Group for social learning with local citizens who were asked about what they like and don’t like of living in their place, and what they would like to be done over the next five to ten years to improve their life conditions (Reid 2003).

### 3.5 Interviews research instrument

Interviews were chosen for the qualitative research of this study seeing that, they are quality tools to understand in-depth the interviewee’s perspective and what situations and contexts means to him or her Finn et al. (2000). Beyond, as they are useful for understanding how things are done in different contexts and groups such as communities according to Altinay and Paraskevas (2008).

They are structured on an answer/question schedule administered by the interviewer. And its advantages are:

- They would generate high responses rate as they consist on face-to-face interactions (Finn et al. 2000).
- Semi-structured interviews specifically allowed us to make a broader investigation discovering new insights, as it is a balance between unstructured and structured approaches. (Altinay and Paraskevas 2008).
- The interviewer can adapt to the situation and the respondent, altering the questions and also the way to phrase them to make respondent understand or to probe if he/she does not respond with a satisfactory answer (Altinay and Paraskevas 2008; Goeldner and Ritchie 2009).

However, as Altinay and Paraskevas (2008) there are several difficulties associated with them due to the personal data and contextual dimensions, such as:

- Conclusions drawn from this research cannot be generalized.
- Difficult access to people, interview cannot be done because of the informant’s busy schedule, lack of enthusiasm to meet with students, and organization’s politics and sensitivities over the information.
- Interview preparing and conducting is very time consuming

The interviews were conducted in a *semi-structure* way to facilitate the open and broader discussions over the study themes. They were designed to last 45 minutes, nevertheless time was frequently altered and they lasted from 40 minutes to 2 hours.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Interview questions were developed based on the coding schema born from the conceptual framework of the literature review, and adapted to each type of tourism stakeholder and modified according to the interviewee organization, mission and active role.

Consequently, interview objectives and questions themes according to each tourism stakeholder are represented on the Table 4.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Table 4. Interview objectives and questions themes according to each tourism stakeholder

<table>
<thead>
<tr>
<th>TOURISM STAKEHOLDER</th>
<th>INTERVIEW OBJECTIVES</th>
<th>QUESTION THEMES</th>
</tr>
</thead>
</table>
| Tourism and Development agents | The role of tourism in the local development  
Cooperation and partnerships between local bodies, tourism industry and community  
What could be improved in tourism infrastructures and organization  
Vision of future tourism development | Questions about the Territory  
Questions about the tourism activity  
Questions about the tourism organization and planning |
| Tourism Industry Representatives (counting on the Merchants and Entrepreneurs Association) | Image of the territory  
Partnerships between tourism industry  
What could be improved in tourism infrastructures, offer and organization  
Vision of future tourism development | Questions about their involvement on the tourism activity  
Questions about their feeling concerning tourism organization and planning  
Questions about their desires and wishes of what can be improved |
| Related tourism Associations | Image of the territory  
Local community needs and values assessment  
The role of tourism in the local development  
What could be improved in tourism infrastructures and organization  
Vision of future sustainable tourism development | Questions about the Territory development  
Questions about the tourism activity  
Questions about their feeling concerning tourism organization and planning  
Questions about their desires and wishes of what can be improved |

3.5.1 Sample size

Semi-structure interview it is used involving a small number of people to obtain large amount of information (Veal 2006). Qualitative research sampling is vital to obtain a quality
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

study. Obtaining data from representative people of the studied group makes the research more manageable, time-efficient and accurate (Altinay and Paraskevas 2008).

As a result, non-probably sampling was used for this study. Specifically, judgmental sampling selecting experienced participants (Altinay and Paraskevas 2008). Therefore, semi-structured Interviews were held with diverse selected local area tourism stakeholders to ensure the whole tourism system was involved in the process. From tourism service suppliers to local tourism and development agents were interviewed. Such as: managers of the GAL, Local Authorities, Associations and tourism business owners.

### 3.5.1.1 Sampling Strategy

To decide who was going to be interviewed and how was essential. Furthermore, as recommended to Finn et al. (2000), it was supported by a set of procedures to be used throughout the interviews as:

1. A first evaluation of the different tourism agents was held to choose the more interesting candidates for our research.

2. Once they were found they were tried to be persuade to participate in the study through a polite, confident and brief explanatory e-mail or by a telephone call (if they had not e-mail address). Clarifying the aim of the study and the contribution they could make. Study researcher identity was always revealed and confidentiality was ensured.

3. If they had not answered to the e-mail or telephone attempts were made to contact them again during the following week.

4. If finally it was not possible to contact the respondent two options were considered: eliminating the candidate from the list when he/she was not relevant enough, or if relevant finding a substitute dedicated to the same activity and with a similar profile.

### 3.5.1.2 Selected Sample

Interview appointments with the selected tourism agents on both villages according to their different position were held in July 2011 by the researcher.

To interview the most relevant tourism agents such as local governments representatives or related public interested bodies (GAL); also tourism offer suppliers and related associations representatives and were tried to be interview as corroborate by the tables 5 and 6.

Tourism agents from public bodies representatives were chosen as their position on the local government or association, main role and mission.
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martin de Valdeiglesias and Pelayos de la Presa*; Madrid (Spain).

**Table 5. Selected Public Bodies tourism agents**

<table>
<thead>
<tr>
<th>Name</th>
<th>Public Body</th>
<th>Department in charge</th>
<th>Village</th>
<th>Interviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ruben Dario Hernandez Rodriguez</td>
<td>Village Council</td>
<td>Tourism Village Councillor</td>
<td>Pelayos de la Presa</td>
<td>✓</td>
</tr>
<tr>
<td>Vicente Miguel Hernández Simón</td>
<td>Village Council</td>
<td>Second Duty Mayor and Councillor for Culture, Events &amp; Economic Development</td>
<td>San Martín de Valdeiglesias</td>
<td>✗ Lack of time</td>
</tr>
<tr>
<td>María Herminia Sanchez</td>
<td>Village Council Local Development Department</td>
<td>Local Development Agent at the Training and Development Centre.</td>
<td>San Martín de Valdeiglesias</td>
<td>✓</td>
</tr>
<tr>
<td>Victor Sanchez</td>
<td>Village Tourism Department</td>
<td>Village Council Tourism Technician. Manager of the Village Tourism Information Office</td>
<td>San Martín de Valdeiglesias</td>
<td>✓</td>
</tr>
<tr>
<td>María Luisa Puente Sandoval</td>
<td>GAL Sierra Oeste</td>
<td>Project Management Technician</td>
<td>Sierra Oeste Region</td>
<td>✗ Lack of time</td>
</tr>
<tr>
<td>María Begoña García Martín</td>
<td>Tourism Consortium Sierra Oeste</td>
<td>President of the Consortium</td>
<td>Sierra Oeste Region</td>
<td>✗ Lack of time</td>
</tr>
</tbody>
</table>

(Author’s own 2011).
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martín de Valdeiglesias* and *Pelayos de la Presa*; Madrid (Spain).

Table 6. Selected Local Tourism Service Suppliers and related Association representatives

<table>
<thead>
<tr>
<th>Name</th>
<th>Private Company/Association/Church</th>
<th>Department in charge</th>
<th>Village</th>
<th>Interviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leandro Bravo Yuste</td>
<td>Restaurant &amp; Bar Los Rosales</td>
<td>General manager &amp; Business Owner</td>
<td>Pelayos de la Presa</td>
<td>✔</td>
</tr>
<tr>
<td>Margarita Redondo</td>
<td>Thematic Rural Hotel 42 Street</td>
<td>General manager &amp; Business Owner</td>
<td>Pelayos de la Presa</td>
<td>✔</td>
</tr>
<tr>
<td>Nicolas Maestro</td>
<td>Mastrocom Hospitality Group</td>
<td>General Manager</td>
<td>San Martín de Valdeiglesias</td>
<td>✔</td>
</tr>
<tr>
<td>Fernando Sanchez</td>
<td>Centre of Natural Resources and Tourism. Rural Accommodation</td>
<td>General Manager</td>
<td>San Martín de Valdeiglesias</td>
<td>✔</td>
</tr>
<tr>
<td>Gema Blasco</td>
<td>Heritage Management Castillo del Condestable S.L. Tourism promotion and Cultural Services</td>
<td>General Manager</td>
<td>San Martín de Valdeiglesias</td>
<td>✔</td>
</tr>
<tr>
<td>Amparo</td>
<td>Indiana Natural Recreational Park</td>
<td>General manager &amp; Business Owner</td>
<td>San Martín de Valdeiglesias</td>
<td>✔</td>
</tr>
<tr>
<td>Angeles</td>
<td>Culmanarre Women Association</td>
<td>Association president</td>
<td>San Martín de Valdeiglesias</td>
<td>✗, Not interested</td>
</tr>
<tr>
<td>Concha</td>
<td>Sierra Oeste Sustainable Development Association</td>
<td>Association president</td>
<td>Sierra Oeste Region</td>
<td>✗, Not interested</td>
</tr>
<tr>
<td>JoseMaría Hernandez Cabezuela</td>
<td>SANMARVAL Sporting and Cultural Association</td>
<td>Association president</td>
<td>San Martín de Valdeiglesias</td>
<td>✗, Not interested</td>
</tr>
<tr>
<td>Antonio</td>
<td>ACCESACO Merchants and Entrepreneurs Association</td>
<td>Association president</td>
<td>San Martín de Valdeiglesias</td>
<td>✔</td>
</tr>
<tr>
<td>Catholic Church</td>
<td>Priest</td>
<td></td>
<td>Pelayos de la Presa</td>
<td>✗, Lack of time</td>
</tr>
</tbody>
</table>

(Author’s own 2011).

Both village’s local tourism service providers and the association’s representatives were selected according to the sector they represented with a randomly selected sample by the study researcher.
3.5.2 Administration of the interviews

As mentioned before face-to-face semi-structured interviews were conducted between the interviewer and the participant. Those are more than conversations; skills and practice are required such as: active listening, interpretive listening and process listening (Veal 2006).

Before the interviews for the study research an ‘interview guide’ was prepared (See Appendix 1). This consisted on the question list about the topic and issues we discussed on our study. It included open questions to encourage informants to talk more about certain topics of particular significance for the research topic.

Based on the work of Altinay and Paraskevas (2008) the interview guide was divided into several parts:

1. An introductory stage with a short briefing about the aim and the purpose of the interview; Interview confidentiality and taking notes permission; Informant’s background general questions.

2. The main body consisted were a list of questions adapted to each interview, to expand our knowledge on the research topic. They were clearly developed to be linked to the relevant literature where long, double-barreled and leading questions were avoided as well as complicated theoretical concepts and technical jargon, to facilitate the informants understanding.

3. The timing was strictly respected. Interviews were closed asking informant if he/she would like to add anything else, to encourage the person to expand or clarify some issues.

4. Finally, interviewees were thanked for the information and for helping.

Transcription in the form of note taking took place for the duration of the interview, what allowed us not just to follow the interview, but also to observe interviewee behaviour and use of language.

3.6 Focus Groups research instrument

As it was point out before to construct a Sustainable Tourism Planning Project, consultant with all tourism stakeholders is considered vital (Veal 2006), so the Focus Group method was chosen to determine local citizens opinions and needs.

Focus groups applying an informal interview approach to groups of people, where interaction takes place not only between the participants, but as well between the interviewer and the subjects as Veal (2006) were adopted allowing condensed data to be gathered in a short time (Weeden 2005).

It is exceptionally useful for exploratory research where rather little is known about the phenomenon of study as Stewart and Shamdasani (1990 cited Weeden 2005). In this study in
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

In particular, it was helpful as the major objective was to collect local citizens’ community needs, values and vision, which in general rested unknown. Those should be expressed in both the plan and the resulting project; that is why citizens should be involved at all stages of the planning process over the long term as Reid (2003).

The focus group research method weaknesses were:

- Like for the interviews, that these data cannot be generalized across all populations of interest, due to its sample size and because it deals with personal opinions (Weeden 2005).
- There might be a problem trying to encourage respondents to discuss their personal moral values with strangers (Weeden 2005).
- Groups are not a naturalistic setting for research because the moderator controls the setting and the data (1997 Morgan cited Weeden 2005).
- They have been criticized for being cheap and quick to execute as Catterall (1998 cited Weeden 2005) because of they overuse in the marketing field.
- Interviewer lack of expertise in moderating, planning focus groups and analysing the information obtained could result in a dilemma (Weeden 2005).
- That the discussion could be dominated by one or two group members intimidating the rest of participants, intimidating them to participate (Weeden 2005).

However, given these concerns, focus groups have many strong points of recommendation and can act as a key method of gathering rich and insightful data (Weeden 2005:181).

There were several methods and techniques such as exercises on group dynamics that were used to create a community development vision as it will be further analysed.

The Focus Group was conducted in a semi-structure way to facilitate the open and broader discussions over the study themes. It was designed to last 2 hours, nevertheless time was altered and it lasted almost 3 hours.

On this particular part of the research exercises on group dynamics are based on the objective linked with the rational for the study design, Stage 1: Establishment of Principles to guide future involvement in tourism planning stage as it is shown in the Table 7.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Table 7. Focus Groups Dynamics according to local citizens research

<table>
<thead>
<tr>
<th>Focus Groups Objectives</th>
<th>Exercises</th>
</tr>
</thead>
<tbody>
<tr>
<td>Image of the territory</td>
<td>Collective drawing of the history of the community</td>
</tr>
<tr>
<td>What could be improved in tourism infrastructures and organization</td>
<td>Drawing buildings, spatial environment, community values and psychological needs</td>
</tr>
<tr>
<td>Local community needs and values assessment</td>
<td></td>
</tr>
<tr>
<td>The role of tourism in the local development</td>
<td>The community self-assessment instrument</td>
</tr>
<tr>
<td>Vision of future sustainable tourism development</td>
<td>Proposals election and strategic development</td>
</tr>
</tbody>
</table>

(Author’s Own 2011).

3.6.1 Sample size

It is fundamental to have the correct participants for a Focus Group (1993 Krueger cited Weeden 2005), and therefore make the right members recruitment.

As recommended by Weeden (2005) a Focus Group should be composed between six to twelve participants, on our study a total of … people were present on the Focus Group.

The groups should be united by a common purpose as part of the particular group of interest for the researcher: local citizens from both villages. To select a wide representative fraction of the population as recommended by Reid (2003) was tried. However, it was very difficult and it relied on self-selecting volunteers as Weeden (2005) predicted.

3.6.1.1 Sampling Strategy

The success of a focus group can depend mainly of the communication generated. Therefore is recommended by Morgan (1998 cited Weeden 2005) that group members consist of people interested in the topic, as data generated would be more valuable.

Due to the topic nature, to discuss with local citizens that were concern of the importance of tourism development in the area was vital. So, group member selection was made under this premise choosing from young university people, young working graduates, architects, administrative, teachers, housewife’s, civil servant, etc.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

The same as in the Interviews a strategic procedure was followed to get an appropriate number of volunteers, as:

1. A first evaluation of the different interesting people was held to choose the more interesting candidates for our research.
2. Once they were located by telephone, e-mail, social networks, word of mouth or through friends known people they were to be persuade to participate in the study through a polite, confident and brief explanatory e-mail, sms or by a telephone call (if they had not e-mail address). Clarifying the aim of the study and the contribution they could make. Besides, study researcher identity was always revealed and confidentiality was ensured.
3. If they had not answered to the e-mail, sms or telephone call they were tried to be contact again on the following week or days.
4. In the case that the respondent did not wanted or was unable to participate, two options were considered: eliminating the candidate from the list when he/she was not relevant enough, or if relevant finding a substitute with a similar profile.

### 3.6.1.2 Selected Sample

On the beginning 2 Focus Groups, one for each village, were planned to be held, but finally due to the low participant rate and the lack of time for recruiting more volunteers a single meeting was decided to be prepared.

The Focus Group was tried to be held with the most possible wider selection of resident’s representative of both municipalities San Martín de Valdeiglesias and Pelayos de la Presa.

Participants were tried to be selected between an age of 20 and 55 years old. Specifically three different age ranges (20-25, 25-35, 35-55) were design in order to get representatives from all relevant ages, gender and life experience. The goal was picking up 2 candidates from each village for each one, such as 2 participants age 20-25 for San Martín de Valdeiglesias and 2 participants age 20-25 for Pelayos de la Presa, and so with each age range. Finally the moderator made the group with whoever turned up at the location as was forecasted by Weeden (2005).

### 3.6.2 Administration of the Focus Groups

The interviewer role is guiding the discussion to ensure all the topics are covered, informing the community members and involving them on the planning process.

To begin, the purpose and performance of the group was completely explained to the participants:

- The researcher explained that it was essential to hear as many points of view as possible,
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

clarifying that there were no ‘right’ or ‘wrong’ answers and that the main objective was to learn from the group as Weeden (2005).

- The researcher explained what the research was for and assured the group of confidentiality and anonymity (Weeden 2005).
- Ground rules, such as one person talking at a time, and the right of everyone to be heard, were also established (1990 Stewart and Shamdasani cited Weeden 2005). As well as creating an appropriate atmosphere free from interruptions (Weeden 2005).

Normally the Focus Groups may last up to 2 hours (Weeden 2005), our Focus Group lasted almost 90 minutes and was audio taped, and notes transcripts were add to Appendix 2.

The level of moderator involvement was medium, as concepts were not new to the researcher. However, encouraging free-flowing conversation and discussion was hardly tried. The moderator intervened if discussion went off the point, or if a period of silence went on for too long as Weeden (2005).

Where the session was to be held was significant in the planning stage, as it would have an impact on the ease of the recruitment of potential participants (1990 Stewart and Shamdasani cited Weeden 2005). A private building was chosen for the venue was set in Pelayos de la Presa, close to transport links and with free transportation service offered to encourage attendance.

To develop questions on topics that want addressed by a focus group is essential. A questioning route form the structure for the session (Weeden 2005). On this study several exercises substituted the questions to obtain the needed results and they were the following:

1. Collective drawing of the history of the community

It was done before the Focus Group interaction providing a relaxed context for the rest of exercises. Participants were asked to include relevant events that took place for the community development. This required a return to the past, remembering past development issues. As according to Reid (2003) it was vital on the study that the group members heard a variety of different perspectives, this way they gained wider interest for the history of the community and deeper respect for their equal participants. On our case, it was essential firstly, as the Focus Group was composed of citizens coming from 2 different but neighbour municipalities, so it was known maybe competition could be present between them; secondly, as many times some citizens reminiscent of the other participants coming even from the same village.

2. Drawing buildings, spatial environment, community values and psychological needs (Reid 2003)
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

This exercise in particular consists on firstly examining the important events on the community’s past. It continued by new spaces and buildings requirements to satisfy their future needs. Afterwards, community values to be preserved were presented.

3. The community self-assessment instrument (Reid 2003)

It is a value tool to measure the attitude of locals towards the influx of visitors and other impacts of tourism. Simple statements with a five-point scale to a most correct measurement were used.

Through those scale statements we obtained an indicator of what respondents feel about tourism development in their community and besides, they formed a base for community discussion on the state of tourism allowing participants to compare their results and argue them what allowed researcher to acquire additional information.

4. Proposals election and strategic development

Then was time for tourism development. As the first step resulting proposals needed to be posted and valued by participants according their development priorities. Reid (2003)

Once all participants voted they should discussed to reach a collective agreement in which issues they wanted to work on the short term, so strategies were developed in order to implement the agreed proposals as Reid (2003). Exercise was concluded by mapping the priority of development each proposal as an objective with its actions and strategies as a critical path (Reid 2003).

This technique was used to discover the main economic, social, physical and psychological community perspectives. And it is considered as Reid (2003) as vital for planning, because it not only facilitated the critical path framework for our study but also it will provide a record of the history of the process.

3.7 Overall Limitations of the Study

Main limitations of the study research are exposed on this current section.

Both territorial and tourism resource analysis and inventory were done through secondary data research, however due to their extension they were included over the Appendix 3 and 4, respectively.

For both interviews and Focus Groups for primary research it is important not only whom to ask to take part and how to reach them properly, but also when to carry it out, as not all the participants are available in the selected date and time.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeíglesias and Pelayos de la Presa; Madrid (Spain).

About the interviews, due to time issues and to provide effectiveness to the study, interviews were not recorded, or analysed with any computer-based program for analysing qualitative data.

Besides, according to Reid (2003) participants should be associated with the planning process on the long term, not a single event. However, due to the nature of the study and its short-term view a unique session of 3 hours with the Focus Group was held.

Moderator needed to be flexible and patience during the course of a discussion to obtain useful data; and aware ethically that participants were revealing themselves, either to each other or to a researcher.

Audio-record the focus group was complete, however a detailed transcript was not done due to the lack of time for the research. Transcription of the moderator’s notes of the group discussion was used to analyse local citizens points of view.

Finally, data analysis required researcher own interpretations as different people were chosen, information between them varied considerably. Local entrepreneurs and citizens tends to criticise and have a bad opinion in general, meanwhile tourism agents are inclined to declare and exaggerate all the positives features.

3.8 Conclusion

The aim of this study is to demonstrate that tourism can be a tool for rural development. The methodology used is a combination of secondary data research and primary data collection that allow us to determine a territorial and tourism diagnosis and the future needs and development objectives to launch the adequate recommendations for a Sustainable Rural Tourism Plan.

CHAPTER 4: SUSTAINABLE RURAL TOURISM PLAN FOR THE TERRITORY

4.1 Introduction

It is vital for a sustainable rural tourism (RT) plan creation that tourism planning and development work together. To reach this goal a balance needs to be achieved between all tourism stakeholders as the UNWTO (2004).

A sustainable RT Plan for the selected rural area (RA) is presented taking into account main community, tourism agents and tourism entrepreneurs’ needs and development objectives; and based on a territorial and tourism resource analysis, a potential market identification, and a study of the cooperation between stakeholders.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Firstly main community values are exposed, to understand which values could be use for tourism or which ones should be protected. The future vision of community treating main development objectives can be found as well.

Secondly, the community attitudes towards the tourism current industry and the main strengths and weaknesses are presented.

After we find a analysis and diagnosis of the territorial and tourism resources, a study cooperation among stakeholders, and an identification of potential markets, tourism product and tourists type.

4.2 Stage 1: Establishment of Principles to guide future involvement in tourism

4.2.1 Community values identification

Identification of community values was revealed through the Interviewees and Focus Group (FG) participants’ points of view through the recollection of the main development facts of their territory as Reid (2003) it is fundamental to identify and describe the predominant values.

This way people can think about their past and realise about rural character, at the same time than consider their needs for future development, type of development that took place on the selected RA and the one they wish to have. This conclusion would be very use for section 4.3.4.4 Tourism product and visitor type community desires.

4.2.1.1 Community history

As a resume, thanks to the local citizens opinions about the history of the community researcher obtains very value information for the RA general and development understanding. Local development on the selected RA took place due to the tourism development as FG (27, July 2011).

It is possible to identify for the territory all the major negative impacts as the result of a no-planned development. (See section 2.4.2.2 Potential Costs inside RT literature review over the Chapter 2).

Moreover, it is viable to describe the destination life cycle on the decline phase described on the Butler’s tourism life cycle model (see Figure 8. on the section 2.4.4 Tools for Tourism planning on the Chapter 2).

See Appendix 3 for complete information.
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).*

### 4.2.1.2 Community values

The results obtained from both Interviewees and FG participants’ opinions about their community values are presented in the Table 8. Those are under environmental, social, cultural, economic principles as UNWTO (2004), clarifying which values should be commoditized with outsiders, and the ones that should remain untouched as recommended by both Reid and Wanda et al. (2003; 2009).

The FG (27, July 2011) concludes modernity have altered enormously the character of this RA.

In addition, both villages current situations are not the same, even thought their historical development occurred at the same time and on the same way, as it is deduce by the FG in the Appendix 3.

**Table 8. San Martin de Valdeiglesias and Pelayos de la Presa Community Values.**

<table>
<thead>
<tr>
<th>COMMUNITY VALUES</th>
<th>TO BE PROTECTED</th>
<th>TO BE SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>San Martin de Valdeiglesias</strong></td>
<td>Rural Mountain values heritage</td>
<td>Singular territory environment</td>
</tr>
<tr>
<td></td>
<td>Typical accent</td>
<td>Natural crossroads</td>
</tr>
<tr>
<td></td>
<td>Traditional jobs</td>
<td>Monuments</td>
</tr>
<tr>
<td></td>
<td>Rural lifestyle</td>
<td>Typical food</td>
</tr>
<tr>
<td></td>
<td>Family lifestyle</td>
<td>Typical festivities</td>
</tr>
<tr>
<td></td>
<td>Vines</td>
<td>Traditional products wine &amp; oil</td>
</tr>
<tr>
<td></td>
<td>Olives Fields</td>
<td></td>
</tr>
<tr>
<td><strong>Pelayos de la Presa</strong></td>
<td>There are not rural values to be protected; they have been lost with development</td>
<td>Singular territory environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Natural crossroads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monuments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural Heritage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Typical food</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Typical festivities</td>
</tr>
</tbody>
</table>

(Author’s Own data from Interviews and Focus Group, July 2011).

San Martin de Valdeiglesias has always better managed tourism and local development, trying to conserve their traditions and exploiting their resources. Meanwhile, Pelayos de la Presa rural traditions were lost with development arrival according to FG (27, July 2011)
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

participants. As the village tourism Councillor (13, July 2011) declares ‘Pelayos is not rural from since the seventies development when local people quit farming’.

However, San Martin de Valdeiglesias tourism agents need to be aware that the village traditions are changing. For example, the coment of Herminia (15, July 2011) demonstrates the feeling between locals that the village is loosing its traditions ‘we do not have a clear identity, we do not have a traditional way of living or traditional jobs’.

Pelayos de la Presa should try to recover and protect its rural heritage such as rural lifestyle, family lifestyle or traditional jobs.

Meanwhile, both should make more efforts in recuperate old traditions for tourism use such as gastronomy dishes, games, heritage revitalisation, etc. as both have the same historical roots and tourism potential if well planned.

4.2.2 Creating a vision of their community development. Outline the goals and objectives of the project

The aim of the study is to lead the way for a sustainable rural territorial development (RTD) strategy based on the community needs for the creation of a ‘Sustainable Rural Tourism Plan for the territory’.

Specifically, the goal was to involve all tourism stakeholders to determine what needs the local community considers should be accomplished, identifying how specific objectives and strategies should be set for the future development in order to put the territory in a self-development process.

The Sustainable Rural Tourism Plan Objectives in order of importance for the community are the following:

1. Economic and employment development
2. Social services and infrastructures improvement
3. New sustainable tourism product development
4. Tourism management, organization and development improvement.

See section 4.4.1 to see how proposals analysis and alternatives choice has been done.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

4.2.3 Discover the strengths and weaknesses of existing tourism industry and planning, and tourism product

On this part community attitude towards tourism impacts, tourism industry and planning process are exposed. Additionally, tourism product weaknesses and strengths perceived by the community are presented as well as threats and opportunities for future tourism development. All these opinions are involve on tourism planning process as are essential for proposals selection.

4.2.3.1 Community attitudes towards tourism industry and planning process

In this section the essence is to investigate community thoughts about tourism importance, development grade, planning, organization and impacts; as well as to discover community awareness and involvement.

In general, tourism stakeholders and FG participants think tourism is the unique tool for growth on this RA; tourism development grade is low and has much more potential; there is a lack of a clear leader and almost all decisions are politicised and taken up-bottom, so there is no hope on Councils, GAL or regional tourism organisation policies.

Besides, they conclude all tourism stakeholder should be involve on tourism planning, however they are conscious not everyone will be willing to participate.

Finally, they are all aware of tourism importance, but it seems they do not take the right care of it.

See Appendix 4 for complete information.

4.2.3.2 Tourism product strengths and weaknesses

According to interviewees and FG participants those are the main strengths and weaknesses of the existing tourism product in the selected RA.

- Tourism product strengths

All tourism stakeholders conclude main territorial strengths are the natural and cultural environment, the location and the San Juan reservoir. Some entrepreneurs value the presence of weekend and summer 2nd residence tourists.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Table 9. Rural area Tourism Product Strengths

<table>
<thead>
<tr>
<th>TOURISM PRODUCT STRENGTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The natural environment</td>
</tr>
<tr>
<td>The cultural heritage</td>
</tr>
<tr>
<td>The San Juan Reservoir</td>
</tr>
<tr>
<td>The Location</td>
</tr>
<tr>
<td>The Human potential</td>
</tr>
<tr>
<td>Good public services in San Martin de Valdeiglesias</td>
</tr>
<tr>
<td>2\textsuperscript{nd} residence weekend and summer demand that expend money</td>
</tr>
<tr>
<td>2\textsuperscript{nd} residence weekend and summer demand take care of environment</td>
</tr>
<tr>
<td>Local restaurants offer the typical gastronomy</td>
</tr>
</tbody>
</table>

(Author’s Own, data from Interviews and Focus Group July 2011).

Besides, just one tourism entrepreneur Blasco (13, July 2011) highlights the human potential as a territorial strength; another (Toni, 14, July 2011) the good public services in San Martin de Valdeiglesias.

- Tourism product weaknesses

Tourism product weaknesses as observe by tourism stakeholders are exposed to clarify on three sections: for the selected RA, for San Martin de Valdeiglesias and for Pelayos de la Presa

Major common tourism product weaknesses observe are the ones exposed on Table 10. They can be summarize on: impacts over the economy due to the current economic crisis, as high unemployment or less public services; misuse of resources like the reservoir and the available land; difficulty to have a business because large supermarkets competence, and no helps or support from public bodies; bad road and bus transport systems; strict regulation; and the feeble customer service.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Table 10. Rural area tourism product weaknesses

<table>
<thead>
<tr>
<th>RURAL AREA TOURISM PRODUCT WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less public services</td>
</tr>
<tr>
<td>High unemployment rates</td>
</tr>
<tr>
<td>Bad resources use</td>
</tr>
<tr>
<td>Uncontrolled urban development</td>
</tr>
<tr>
<td>Power</td>
</tr>
<tr>
<td>Local community devaluation</td>
</tr>
<tr>
<td>Unfair competence, local citizens buy on large supermarkets instead of on local commerce</td>
</tr>
<tr>
<td>Difficulty to obtain the GAL helps</td>
</tr>
<tr>
<td>No help and support to entrepreneurs from public bodies</td>
</tr>
<tr>
<td>Inadequate road transport system, a highway is supposed to arrive to both selected municipalities</td>
</tr>
<tr>
<td>Bad public transport system</td>
</tr>
<tr>
<td>No economic relevance for sun and beach tourism type over the reservoir recreational areas</td>
</tr>
<tr>
<td>The San Juan reservoir has to much not the right promotion</td>
</tr>
<tr>
<td>The San Juan reservoir has not the correct tourism type and public service infrastructure</td>
</tr>
<tr>
<td>Nautical and leisure companies on the reservoir just permit access to club members, daily visitors or no members can not profit from their services</td>
</tr>
<tr>
<td>Degradation of reservoir environment due to the lack of tourists’ awareness, control, safety, etc.</td>
</tr>
<tr>
<td>There has no existed the 2\textsuperscript{nd} residence housing developments maintenance</td>
</tr>
<tr>
<td>Multi-adventure companies just received groups up to four people to make the activities</td>
</tr>
<tr>
<td>Strict rules and regulation over natural environment imposed by the EU as the SCI and SPA</td>
</tr>
<tr>
<td>There is not alternatives for local people that lived on the SCI and SPA land</td>
</tr>
<tr>
<td>Inadequate customer service lack of hospitality trained labour force</td>
</tr>
</tbody>
</table>

(Author’s Own, data from Interviews and Focus Group July 2011).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Table 11. San Martin de Valdeiglesias tourism product weaknesses

<table>
<thead>
<tr>
<th>SAN MARTIN DE VALDEIGLESIAS TOURISM PRODUCT WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local economy based on the service sector</td>
</tr>
<tr>
<td>No existence of an economic development strategy</td>
</tr>
<tr>
<td>No existence of a local tourism plan</td>
</tr>
<tr>
<td>No available transport to the reservoir recreational areas from the village as it is more than 7 km. long</td>
</tr>
<tr>
<td>No existence of destination image</td>
</tr>
</tbody>
</table>

(Author’s Own, data from Interviews and Focus Group July 2011).

Main weaknesses described for San Martin de Valdeiglesias are due to lack of public bodies planning and organization; according to both T.O. manager (Sanchez, 13, July 2011) and rural development agent (Herminia, 15, July 2011) local authorities would try to solve in the next years through hospitality workforce training, an economic strategy and a local tourism Plan.

Table 12. Pelayos de la Presa tourism product weaknesses

<table>
<thead>
<tr>
<th>PELAYOS DE LA PRESA TOURISM PRODUCT WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imposed urban development rules from CAM</td>
</tr>
<tr>
<td>Weak public service infrastructure for local residents and 2nd home tourists</td>
</tr>
<tr>
<td>Small territory</td>
</tr>
<tr>
<td>Local economy based on the service sector</td>
</tr>
<tr>
<td>Village Council politics are not focus on development</td>
</tr>
<tr>
<td>Lack of ideas and innovation as people got used to the good economic times</td>
</tr>
<tr>
<td>Negative uncontrolled urban development</td>
</tr>
<tr>
<td>Ignorance in how to exploit the resources</td>
</tr>
<tr>
<td>No existence of a local tourism plan</td>
</tr>
<tr>
<td>Low tourism, sport, cultural and leisure offer</td>
</tr>
<tr>
<td>Low tourism promotion</td>
</tr>
</tbody>
</table>

Rico Escobar, Emma
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

<table>
<thead>
<tr>
<th>Entrepreneurs take advantage of summer tourists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little Accommodation offer</td>
</tr>
</tbody>
</table>

(Author’s Own, data from Interviews and Focus Group July 2011).

The lack of tourism planning brings also much of the current product weaknesses for Pelayos de la Presa that has also other difficulties to be solved.

The fact that is 3rd Smallest CAM municipality and it is running out of land (uncontrolled development), reduces enormously the activities; in addition, some issues depend directly form tourism entrepreneurs, as they take advantage of summer tourists or the little accommodation offer.

According to the local Tourism Councillor (Hernandez, 13, July 2011) they have a weak public service infrastructure because population living in the village during the summer months is four times the population living in the winter. They just get money for the real registered population.

**4.2.3.3 Tourism development opportunities and threats**

The opportunities and threats for the RA tourism development perceive by local residents and tourism agents are presented on this next section to help tourism planning process.

- **Tourism development opportunities**

Pelayos de la Presa Tourism Councillor (Hernandez, 13, July 2011) recognizes local Governments should improve public services as an opportunity to value residents and 2nd residence tourists and furthermore to make tourists faithful to the destination.

Location could be an opportunity for the selected RA as territory could be use as a base for visiting main cultural cities as Toledo, Avila, Segovia, etc.

Reservoir resource exploitation for quality tourism could be a source of income through out diverse nautical activities as wake boarding, sailing, water sky, windsurf, etc. as tourism agents.

According to (Hernandez, 13, July 2011) ‘a quality tourism is not developed in the area’. So, another chance for the territory is tourism offer diversify and increase (Toni, 14, July 2011). Other tourism types like wine tourism, cultural tourism, eco-tourism could be propose as more sustainable tourism kind according to a great number of tourism agents. For example,
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Fernando states ‘we do have 2nd residence tourism, but we could use our resources to create quality tourism offer and increase the development grade’

Table 13. Rural area tourism development opportunities

<table>
<thead>
<tr>
<th>RURAL AREA TOURISM DEVELOPMENT OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public services for both local citizens and 2nd home tourists improvement</td>
</tr>
<tr>
<td>Own tourism department creation on both local Councils</td>
</tr>
<tr>
<td>Tourism industry and service sector support and development by the local Governments</td>
</tr>
<tr>
<td>Job and business creation for the special protected rural area SCI, SPA</td>
</tr>
<tr>
<td>Merchants and entrepreneurs tourism Association</td>
</tr>
<tr>
<td>Cooperation between San Martin de Valdeiglesias and Pelayos de la Presa</td>
</tr>
<tr>
<td>Location near main important cultural and historical cities</td>
</tr>
<tr>
<td>Better customer service</td>
</tr>
<tr>
<td>Crisis as it makes innovation to appear</td>
</tr>
<tr>
<td>New tourism infrastructures creation</td>
</tr>
<tr>
<td>Diversify and increase tourism offer</td>
</tr>
<tr>
<td>Revalorization and exploitation of possible tourism resources</td>
</tr>
<tr>
<td>Reservoir resource exploitation as a quality tourism attraction</td>
</tr>
<tr>
<td>To boost and take advantage of the Santiago’s Way passing through San Martin de Valdeiglesias</td>
</tr>
<tr>
<td>Rural tourism appearance on the territory</td>
</tr>
</tbody>
</table>

(Author’s Own, data from Interviews and Focus Group July 2011).

New tourism infrastructures creation, as a new Tourism Office (T.O.), new rural accommodations, better customer service, possible tourism resources revalorization and new attractions in existing potential buildings, reservoir resource exploitation as a quality tourism attraction, and to boost and take advantage of the Santiago’s Way passing through San Martin de Valdeiglesias could help as well to better receive tourists and increase their satisfaction during the stay.
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martin de Valdeiglesias and Pelayos de la Presa; Madrid* (Spain).

Other option for development on this territory could be the cooperation between San Martin de Valdeiglesias and Pelayos de la Presa for tourism products creation, management and planning. In addition, it is especially important on the recreational areas of San Juan reservoir as both municipalities share this resource (Hernandez, 13, July 2011).

Besides, an own tourism department creation for local Councils, tourism industry and service sector support by local Governments, job and business creation for the special protected rural area SCI, SPA and merchants and entrepreneurs tourism Association could enhance tourism progress.

Some of the interviewees recognize as well that the RT appearance and the current economic crisis over the land as a great circumstance for innovation.

All these opportunities recognized by tourism agents for tourism development could lead to attract tourists all year long.

- **Tourism development threats**

Local citizens, local Governments and tourism entrepreneurs’ remark the following problems as threats for both villages tourism development.

**Table 14. Rural area tourism development threats**

<table>
<thead>
<tr>
<th>RURAL AREA TOURISM DEVELOPMENT THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Both municipalities are not the same they have different priorities</td>
</tr>
<tr>
<td>The current Tourism Promotion Plan is not as effective as it should be</td>
</tr>
<tr>
<td>Lack of desire of local citizens and entrepreneurs to get involve</td>
</tr>
<tr>
<td>To make all tourism stakeholder aware of tourism importance is difficult</td>
</tr>
</tbody>
</table>

(Author’s Own, data from Interviews and Focus Group July 2011).

Main threat for tourism plan could be both municipalities have different priorities (Focus Group, 27, July 2011).

The Focus Group participants conclude the current Tourism Promotion Plan by the Consorcio Turístico Sierra Oeste (2010) is not as effective as it should be as too many municipalities are include.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Local Governments (Hernandez, 13 July 2011) declare ‘local citizens and entrepreneurs do not want to get involve on our village, there are other villages were tourism is working thanks to all tourism stakeholders working together’. However, as mentioned before villages’ Councils politics represent a tourism product weakness by the community as well.

Last threat is not to achieve making all tourism stakeholders aware of tourism importance (Hernandez, 13 July 2011).

4.3 Stage 2: Rural Resource Audit and Market Appraisal

Second stage for the Sustainable RT Plan completion includes an inventory and audit of all rural resources, an investigation between the cooperation among tourism stakeholders and a market appraisal.

The next area territorial and tourism resource analysis and inventory, and the following diagnosis allow the researcher to understand the selected RA development potential addressing the strengths and weaknesses of the territory above subjective opinions. It coincides in many cases with the local citizens and experts opinions, however there are some significant differences.

4.3.1 Area territorial resource analysis and diagnosis

The area territorial audit reveals the major relevant strengths, weaknesses, opportunities and threats of the selected RA that are presented below on the next two sections.

See appendix 5 for complete territorial resources analysis.

4.3.1.1 Diagnosis of the Territory

All physical and human territorial major attributes in the RA, which have a potential for RT development are identify in the inventory (Reid 2003; UNWTO 2004).

The area territorial audit reveals the RA has some issues related with development organization and planning, however it also has key strengths for tourism development as location, diverse territory and a relative good transport network as it shows the Table 15.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Table 15. Strengths and weaknesses of the territory

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The Sierra Oeste Territory is considered one of the 'regions' (comarca) of CAM</td>
<td>- The two selected municipalities have more environment and cultural similarities with other municipalities belonging to a different Autonomous Community than with some of their same ‘region’</td>
</tr>
<tr>
<td>- As a defined 'region' it can benefit from the EU Rural Development Programs</td>
<td>- Lack of transport, road and forest management coordination between the three Autonomous Communities provinces that join on this territory</td>
</tr>
<tr>
<td>- The territory is located near Madrid</td>
<td>- Main motorway not finished</td>
</tr>
<tr>
<td>- Easy and quick access to cities with World Heritage Sites</td>
<td>- Lack of public transport between all Comarca Sierra Oeste villages</td>
</tr>
<tr>
<td>- Diverse territory with rivers, mountains, deep valleys and plains</td>
<td>- Different ways of life over the municipalities of the Sierra Oeste Territory</td>
</tr>
<tr>
<td>- A huge variety of landscapes and ecosystems can be found</td>
<td>- Dry weather, drought and fire danger over summer season.</td>
</tr>
<tr>
<td>- Cold but sunny winters</td>
<td>- Due to its small municipal territory only with 7.57km² Pelayos de la Presa can not benefit from the Rural Development Programme 2007-2013 (EU 2008) as its population density is more than 150 persons per km²</td>
</tr>
<tr>
<td>- Low regional population regarding the Autonomous Community</td>
<td>- The second residence settlements are very important in Pelayos de la Presa, that is unable to afford equipment and services for summer visitants or not registered people that live there all year around</td>
</tr>
<tr>
<td>- Existence of traditional style buildings in San Martin de Valdeiglesias</td>
<td></td>
</tr>
<tr>
<td>- One main Highway provides quick access to the region from the capital city</td>
<td></td>
</tr>
<tr>
<td>- A big labour market part are young people</td>
<td></td>
</tr>
<tr>
<td>- There has been an increase of working population on both villages due to the last immigration trends</td>
<td></td>
</tr>
<tr>
<td>- Four local companies making business with agricultural products</td>
<td></td>
</tr>
</tbody>
</table>
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martin de Valdeiglesias and Pelayos de la Presa*; Madrid (Spain).

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Good public services in San Martin de Valdeiglesias</td>
<td>- Non-existence of traditional style buildings in Pelayos de la Presa</td>
</tr>
<tr>
<td>- Olives and wines as typical agricultural products</td>
<td>- Environmental degradation from housing development on the sixties and on the last decade real-state boom.</td>
</tr>
<tr>
<td>- Some crafts shops and workshops over the territory</td>
<td>- A bus company with low frequency routes joins the villages with the capital city</td>
</tr>
<tr>
<td></td>
<td>- Incorporation of women into the labour market is not as developed in the region as that of men</td>
</tr>
<tr>
<td></td>
<td>- Highest unemployment rate and youth unemployment rate on both Villages compare to the CAM rates</td>
</tr>
<tr>
<td></td>
<td>- Low GDP per capita on both Villages, the lowest of the CAM regions</td>
</tr>
<tr>
<td></td>
<td>- Few traditional agricultural products</td>
</tr>
<tr>
<td></td>
<td>- Agriculture and farming abandoning</td>
</tr>
<tr>
<td></td>
<td>- The Demand for leisure has become almost vital for the economy, service sector predominance</td>
</tr>
<tr>
<td></td>
<td>- Territory dependency from the capital city</td>
</tr>
<tr>
<td></td>
<td>- Shops do not last long time</td>
</tr>
<tr>
<td></td>
<td>- Small businesses closing due to the large current crisis in San Martin de Valdeiglesias</td>
</tr>
<tr>
<td></td>
<td>- Lack of small villages shops in Pelayos de la Presa</td>
</tr>
<tr>
<td></td>
<td>- Lack of public services in Pelayos de la Presa</td>
</tr>
<tr>
<td></td>
<td>- Elevated price for products as rental prices are high</td>
</tr>
</tbody>
</table>

(Author’s Own, data from secondary research and experts’ interviews).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

4.3.1.2 Opportunities and threats for the Territory

The research brings to a close the following opportunities and threats for the territory development, see Table 16.

Table 16. Opportunities and threats for the territory

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Motorway M-501 to be finish and bring people to both villages</td>
<td></td>
</tr>
<tr>
<td>- Motorway N-403 to be done to join the selected rural area with Avila and Toledo provinces and cities</td>
<td></td>
</tr>
<tr>
<td>- Pedestrianized or semi-pedestrianized areas in villages centres</td>
<td></td>
</tr>
<tr>
<td>- Revalorisation of the municipal market</td>
<td></td>
</tr>
<tr>
<td>- Association of tourism entrepreneurs</td>
<td>- Uncontrolled tourism and urban development</td>
</tr>
<tr>
<td></td>
<td>- Environmental damage</td>
</tr>
</tbody>
</table>

(Author’s Own, data from secondary research and experts’ interviews).

4.3.2 Area Tourism resource analysis and diagnosis

All physical and human tourism major attributes in the RA, which have a potential for RT development are identify in the inventory (Reid 2003; UNWTO 2004).

See appendix 6 for complete tourism resource analysis.

4.3.2.1 Diagnosis of the territory tourism

It seems that tourism can be a tool for development in the selected rural area seeing that the territory has got relevant natural and cultural resources, typical products, some tourists attractions, a reservoir where bathing is allowed, a wine D.O. diverse restaurants necessary for tourism development. Main inconveniences are strict regulation, unsustainable current tourism, lack of infrastructures and tourism offer, and lack of tourism planning and coordination, see Table 17.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Table 17. Strengths and weaknesses of the territory Tourism

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Diversity and medium quality of restaurants offer on both villages.</td>
<td>- Lack of activities companies in Pelayos de la Presa</td>
</tr>
<tr>
<td>- Restaurants offer the typical gastronomy dishes</td>
<td>- Lack of accommodation offer in Pelayos de la Presa</td>
</tr>
<tr>
<td>- San Juan reservoir and rural tourism combination offer against competitors</td>
<td>- Just two Accommodation business in Pelayos de la Presa</td>
</tr>
<tr>
<td>- Organizations in charge of tourism: Local village councils, the regional structures Consorcio Sierra Oeste and the Consorcio Turístico Sierra Oeste and the Madrid’s autonomous community government Department of Tourism</td>
<td>- Competitor destinations more specialized rural tourism</td>
</tr>
<tr>
<td>- San Martin de Valdeiglesias has a own T.O. and a Tourism Department in the local Council</td>
<td>- No a lot of efforts have been put on rural tourism development</td>
</tr>
<tr>
<td>- Mancomunidad los Pinares for public services coordination between villages</td>
<td>- Difficulties to acces to LAG helps</td>
</tr>
<tr>
<td>- Several entrepreneurs, citizens and cultural Associations in San Martin de Valdeiglesias</td>
<td>- Some tourism agents are not aware of the current Tourism Promotion Plan</td>
</tr>
<tr>
<td>- Traditional Pilgrimage to ‘Virgen de la Nueva’ is celebrated since 1498</td>
<td>- Lack of coordination between tourism developers</td>
</tr>
<tr>
<td>- Traditional fire burning festival</td>
<td>- Lack of tourism development strategies by Pelayos de la Presa</td>
</tr>
<tr>
<td>- Traditional dishes in the restaurants</td>
<td>- Lack of entrepreneurs, citizens and cultural Associations in Pelayos de la Presa</td>
</tr>
<tr>
<td>- Subzone San Martin de Valdeiglesias Madrid’s Wines ‘Denominación de Origen’ or D.O.</td>
<td>- Severe protected areas restrictions as safety fences on the mountain roads and entry forbidden for motor vehicle</td>
</tr>
<tr>
<td>- Singular grape varieties are the white grape ‘Albillo’ and the red grape ‘Garnacha’</td>
<td>- Motorboats number is limited</td>
</tr>
<tr>
<td>- Urban cultural heritage guided route by T.O. San Martin</td>
<td>- Strong regulation use is implemented over all the vessels</td>
</tr>
<tr>
<td>- Adventure tourism activities offer</td>
<td>- Few tourism facilities and equipment in both villages</td>
</tr>
<tr>
<td>- Varied activities companies in San Martin de Valdeiglesias</td>
<td>- Not developed cultural tourism offer (only an urban route in San Martin)</td>
</tr>
<tr>
<td>- Diverse accommodation quality and prices in San Martin de Valdeiglesias</td>
<td>- Just few tourism attractions (only Wine Museum and the San Martin Castle)</td>
</tr>
<tr>
<td>- Accommodation with charming style on both municipalities</td>
<td>- No guided tours in the San Martin Castle</td>
</tr>
<tr>
<td>- Wine Museum and Castle attractions in San Martin de Valdeiglesias</td>
<td>- San Martin de Valdeiglesias festivals and animation to be stop this year due to the economic crisis</td>
</tr>
<tr>
<td>- Interesting cultural and tourism festivals and animation in San Martin de Valdeiglesias</td>
<td></td>
</tr>
</tbody>
</table>
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Diverse and rich nature in short distances</td>
<td></td>
</tr>
<tr>
<td>- Protected nature with the SCIs and the SPA</td>
<td></td>
</tr>
<tr>
<td>- Nature protection service police SEPRONA</td>
<td></td>
</tr>
<tr>
<td>- The only dam in the CAM where bathing and motorboats are allowed</td>
<td></td>
</tr>
<tr>
<td>- The dam as a great tourism and recreational resource</td>
<td></td>
</tr>
<tr>
<td>- The dam as a great landscape for shore animals like otters, black bass, catfish, bream and carp</td>
<td></td>
</tr>
<tr>
<td>- Protected mountains with great wildlife diversity: imperial eagle, vulture, owl, wild pig, fox, bobcat, etc.</td>
<td></td>
</tr>
<tr>
<td>- Existence of many species considered of value hunting</td>
<td></td>
</tr>
<tr>
<td>- Several nature areas of interest in both villages territories</td>
<td></td>
</tr>
<tr>
<td>- Traditional vineyards, olive fields</td>
<td></td>
</tr>
<tr>
<td>- Traditional shrubs such as the lavender and thyme, mushrooms and asparagus</td>
<td></td>
</tr>
<tr>
<td>- Important cultural heritage on both villages</td>
<td></td>
</tr>
<tr>
<td>- Eight diverse and quality accommodation suppliers in San</td>
<td></td>
</tr>
<tr>
<td>- Non tourism festivals and animation in Pelayos de la Presa apart from the summer festivals</td>
<td></td>
</tr>
<tr>
<td>- No land enough in Pelayos de la Presa for vineyards</td>
<td></td>
</tr>
<tr>
<td>- No guided routes in Pelayos de la Presa</td>
<td></td>
</tr>
<tr>
<td>- No guided natural or cultural heritage routes between both villages</td>
<td></td>
</tr>
<tr>
<td>- Some adventure activities forbidden on the protected rural area</td>
<td></td>
</tr>
</tbody>
</table>

(Author’s Own, data from secondary research and experts’ interviews).

### 4.3.2.2 Opportunities and threats for the territory Tourism

Main opportunities and threats for tourism development over the selected RA according to the research are exposed on the Table 18.
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain)*.

### Table 18. Opportunities and threats for the territory Tourism

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Adequate infrastructure and rural tourism services brings more attractive conditions and it is easily paid by tourists</td>
</tr>
<tr>
<td>- Ecological awareness</td>
</tr>
<tr>
<td>- To exploit the SCI and SPA areas</td>
</tr>
<tr>
<td>- Timetables harmonization</td>
</tr>
<tr>
<td>- Rural tourism trends</td>
</tr>
<tr>
<td>- Wine tourism, eco-tourism, and adventure tourism Attractions and activities</td>
</tr>
<tr>
<td>- Cultural Routes, cycling excursions new offer</td>
</tr>
<tr>
<td>- Development of the existing resources to possible tourism resources</td>
</tr>
<tr>
<td>- Joint marketing</td>
</tr>
<tr>
<td>- Combined actions/synergy</td>
</tr>
<tr>
<td>- Create a area brand and promote image of the ‘Churches Valley’</td>
</tr>
<tr>
<td>- To deseasonalize frequention</td>
</tr>
<tr>
<td>- To promote the regional cuisine</td>
</tr>
<tr>
<td>- Traditional products workshops and classes</td>
</tr>
<tr>
<td>- Intangible Cultural heritage recovering</td>
</tr>
<tr>
<td>- To include and create regional dishes on the restaurants menus</td>
</tr>
<tr>
<td>- To encourage cooperation between the tourism operators and locals craftsmen</td>
</tr>
<tr>
<td>- To set up a tourism coach service</td>
</tr>
<tr>
<td>- Cultural and heritage routes by both villages</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Unsustainable urban development</td>
</tr>
<tr>
<td>- Territory saturation surpassing the carrying capacity</td>
</tr>
<tr>
<td>- Natural environment negative impacts</td>
</tr>
<tr>
<td>- Great quality and professionalism demand to service providers</td>
</tr>
<tr>
<td>- Feeble rural accommodation</td>
</tr>
<tr>
<td>- Lack of identity (no identification with the whole Comarca Sierra oeste)</td>
</tr>
<tr>
<td>- Lack of coherent and defined marketing</td>
</tr>
<tr>
<td>- Lack of cooperation between tourism agents</td>
</tr>
<tr>
<td>- Lack of cooperation between both villages</td>
</tr>
</tbody>
</table>

(Author’s Own, data from secondary research and experts’ interviews).

#### 4.3.3 Cooperation among the tourism stakeholders

To study the cooperation among tourism stakeholders is recommended for the creation of a sustainable tourism plan. This section present the cooperation between all tourism stakeholders at different levels (See Appendix 7 for complete analysis).

Resuming general cooperation among tourism stakeholders in the selected RA is feeble being in all cases more advance in San Martin de Valdeiglesias.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

About entrepreneurs cooperation in San Martin there is a shopkeepers and merchants association, anyone detect in Pelayos de la Presa. Besides, there are little collaborations between local tourism companies, and those are normally the use of products from the others tourism business.

There is just a local company that offer packages using the endogenous resources. However, there are outside private companies that bring groups from the capital city.

About citizens cooperation there are several Associations in San Martin de Valdeiglesias, meanwhile in Pelayos de la Presa local Associations have disappeared, presently there is just one.

Collaboration among local Governments and local entrepreneurs mainly depends on the consultation of tourism developers to business owners for punctual events.

Between local citizens and entrepreneurs there are dissimilarities on the tourism type they want.

As regards cooperation between regional organizations like the Consorcio Sierra Oeste or the Consorcio Turistico Sierra Oeste, with entrepreneurs and local Governments almost all the interview know them and half are part of them. Nevertheless, they do not recognize their politics, regulation and helps and if they do, generally they do not like the way they do it unless the local Councils.

See appendix 7 for complete cooperation analysis.

4.3.4 Identify potential target markets and market segments

A market appraisal is the last step of Stage 2. For a sustainable RT Plan. To analyse the actual marketing program and the actual target market, is necessary to identify potential target markets and market segments (UNTWO 2004), which will include future tourists and tourism business expectations (Cambrils 2002).

4.3.4.1 Promotion and communication

The destination image can be resume as the ‘beach of Madrid’ this is how the citizens of the capital city known the San Juan recreational area. All tourism stakeholders agree current image is not the most appropriate, and they conclude the necessity of a new tourism through a more quality offer and image.

Main organizations for tourism and promotion are the village councils and the regional organizations.

Most common promotion and communication actions are the use of routes, cultural or
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

specialised tourism brochures; a poor regional tourism website where both villages are included; FITUR Fair visit every year regionally with the Consorcio Sierra Oeste.

See appendix 8 for complete promotion and communication analysis.

4.3.4.2 The demand

The marketing research identifies the social composition and behaviour of the rural demand. We can mention a total 5.5% of Spanish travellers are rural tourists; they look for experiences individual, flexible and active holidays; they have an elevated income and medium-high cultural level; they are independent professionals, between 25-45 years old, from urban origin and environmental friendly.

Besides, it exists a major intra-regional and very seasonal demand with an average daily expenditure of 50 €.

See appendix 8 for complete analysis.

4.3.4.3 Characteristics of the tourists coming in the territory

Tourists coming to the selected RA do not coincide with the RT tourists’ behaviour. Most of the tourists are 2nd home residents or daily excursionists coming to the San Juan reservoir, there some cultural, nature, adventure and eco-tourism tourists for both villages.

According to the activities and services offered we found different customer groups. However, tourists are mainly coming in groups, families, or couples, as well as daily business customers; they have between 18 to 60 years old; they come from the capital city or surrounding provinces; they stay is of 2-3 days for national tourists, and from 7-15 days for international tourists; they have a medium economic level.

About the influx of tourists it always increase during the summer season weekends, local holidays or local festivities.

See appendix 8 for complete characteristic of the tourists coming in the territory analysis.

4.3.4.4 Tourism product and visitor type community desires

Discovering not only the type of tourism product they want to offer but also the visitor type they would like to attract it is essential for a sustainable community friendly tourism planning (UNWTO 2004; Wanda et al. 2009). So, in this section all community needs, values and development objectives are reflected in the statements below.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

As it is mentioned in the section 4.2.3.3 Tourism development opportunities and threats the main desire of local community and tourism agents about tourism product is to diversify and increase tourism offer for current demand segments replacement (diversification) through making from the reservoir resource a quality tourism attraction with possible nautical activities such as wake boarding, sailing, water sky, windsurf; and should improve public services as an opportunity to value residents and 2nd residence tourists.

Besides, new product creation for one or several demand segments thanks to revalorization and exploitation of possible tourism cultural resources; the rural tourism appearance on the territory; to boost and take advantage of the Santiago’s Way passing through San Martin de Valdeiglesias; to exploit and plan other tourism types like wine tourism, eco-tourism could be propose as more sustainable tourism; packages design for visiting main cultural cities as Toledo, Avila, Segovia, etc.

New tourism infrastructures creation, as a Tourism Office, new rural accommodations, attractions in existing potential buildings, etc. better customer service are proposed to better receive tourists and increase their satisfaction during the stay.

About the visitor type they want to attract first they would like to make 2nd residence tourists faithful to the destination, also to attract new demand segments such as nautical, eco-tourism, wine, adventure or cultural tourists, and Santiago’s Way pilgrims.

All these opportunities recognized by tourism agents for tourism development could lead to attract tourists all year long, however due to the quality demand from those desired consumers, professionalism and good promotion are vital for RT (Garcia 2005).

4.4 Stage 3: Rural Tourism Master Plan

As it is show before in the territorial and tourism resource inventory and diagnosis, the Comarca Sierra Oeste has potential for tourism development, although there are important gaps as inadequate infrastructure, deficient public services, danger of environmental harm and limited supply diversification focused almost exclusively on weekend visitors and excursionists.

Certainly the weight of the tourism sector in the area is relevant, however, unequal development of the sector between some the selected municipalities, the non-coordination among the sector, the lack of community involvement and awareness, the weak identity as a destination, and the current trends demonstrate the need to incorporate quality and sustainability principles in tourism make it necessary for a Tourism Plan capable of "putting order" to tourism in the area and support rural development.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Furthermore, there are some current projects that support the development of tourism in this region of Madrid. However, they are more concerned with the appreciation of the natural heritage and infrastructures improvement linked to the San Juan reservoir than of the natural and cultural heritage.

In the present tourism plan to make those ‘forget’ resources an attraction for sustainable tourism types, which can have major impact for the whole region is a need. Creating a successful tourist plan to provide the destination of the necessary competitiveness, to ensure environmental, economic and social development, and act as a hub backbone of all actions to promote quality tourism and sustainability.

Only after the wider analysis make before, we can speak about a tourism development and resulting proposals that respect the previous discussions (Reid 2003). This process is designed meeting the market needs and the community future development objectives, and solving the problems found on the Audit.

4.4.1 Analysis of alternatives

As the first step, resulting proposals suggest by interviewees and FG participants according their development priorities as Reid (2003) are exposed below. Afterwards they are analysed and ranked in order the proposals of their choice.

To simplify and obtain the desire proposals, they have been codified and unified according their relationship around a common objective. So, those are the resulting proposals in order of development importance:

1. Economic and employment development
   a. Association creation
   b. Tourism skilled workers
   c. Employment creation
   d. Economic development

2. Social services and tourism infrastructures improvement
   a. Tourism Infrastructure Improvement
   b. Dam Tourism Infrastructure Improvement
   c. New public social infrastructures
   d. Village’s public recreational, reception, access areas and Infrastructure improvement
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martín de Valdeiglesias* and *Pelayos de la Presa*; Madrid (Spain).

3. New sustainable tourism product development  
   a. Sustainable local development  
   b. Rural values and living recovering and maintenance  
   c. New product creation for one or several demand segments  
   d. Offered product and current demand segments replacement (diversification)  
   e. New tourism product creation  
   f. Resources revalorization

4. Tourism management, organization and development improvement.  
   a. Tourism Planning  
   b. Tourism Promotion  
   c. Tourism Stakeholders awareness  
   d. Tourism Promotion  
   e. All tourism agents coordination

5. Transport and communication infrastructures improvement  
   a. Better and improved transport road and train network  
   b. Transport and communication infrastructures improvement

FG participants as well as the interviewees conclude the first need of economic and employment development in the selected RA.

Social services and infrastructures are ranked in second position. They are highly demanded in Pelayos de la Presa where there is a big requirement for a social youth centre, a library, a cinema, a study room, etc. Besides, there is a need on both villages of ameliorating cultural events and sports offer, as well as cultural knowledge.

On the third objective born from almost all tourism stakeholders that conclude the need for a sustainable tourism development through a new quality product offer and resources revalorisation to attract a more diversified and higher income demand.

It is clear tourism business owners and local Governments are the main people aware of tourism development and planning importance. Nevertheless, local citizens state the necessity of tourism promotion and coordination as basic for tourism development.

As we can see, transport and communication improvement need is the last in the position as the community having denounced a lack of train infrastructures and a good bus net between the region villages with the capital city and the two other bordering capital provinces.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Finally, the four first proposals are chosen to work with over the short term by the researcher, as objective number five it is hard to carry out as in Spain the transport network construction mainly depend from the central national Government so it can not be done locally.

4.4.2 Recommendations for action

Finally resulting proposals from all the research are presented in this section with the more adequate and able actions and strategies needed to reach each objective according to the rural area circumstances. They answer WHAT needs to be done to achieve the objectives referring to Reid (2003).

Objective 1. Economic and employment development

Objective one tends to support business creation and employment through the next strategies and its actions for development:

Recovery of old jobs and crafts reevaluating endogenous land resources for agriculture, grazing and crafts thanks to workforce training.

- School-Bodega creation, where teach wine jobs and use it as interpretive wine centre and for wine manufacture.
- School-workshop for Olive fields exploitation, to educate on the olive oil value and hold up its commercialization.
- Sheep, goats and cows farming and grazing courses, where not only to find out how to deal with animals, but to learn the old manners and exploit the products for sale as typical products such as sausages.
- Old crafts like wickerwork, basketry, pottery, the process of wool, or forge workshops and use their work, both for wholesale and for tourism uses.

Recovery of old cuisine style using local valuable products such as lavender, thyme, mushrooms, pinions, almonds, etc.

- Study and inventory of ancient recipes with the community help.
- Ancient Castilian cuisine recovery.
- Typical cuisine courses taught by housewife’s kitchen experts.
- Modern cuisine courses by qualified professionals to local drinking and dinning establishments’ employees.
- Recipes introduction in local restaurants.
Tourism as a rural development strategy: proposed Tourism Development Plan for *San Martín de Valdeiglesias* and *Pelayos de la Presa*; Madrid (Spain).

**Drinking and Dinning establishments’ quality by means of labour professional training.**

- Waiter, cooker, kitchen assistant, baker, sommelier, etc. courses by qualified professionals.

**Local Commerce and Industry Strategy implantation to lead economic development and support local entrepreneurs by the villages Councils.**

- Tourism related local entrepreneurs territorial Association creation. Support, help and initiatives to promote community commerce and rights fight.
- Local Councils and entrepreneurs meetings to get feedback and agreements to work together on the same direction.
- Local business inventory and commercial guide creation.
- Search and facilitation of funds and helps to start or improve the business.
- Information and facilitation of possible business activities for SPA and SCI areas exploitation.
- Local commerce and industry Strategy with short term and long term reachable goals.

**Job creation through new tourism attractions, business and infrastructures (as it is mentioned before)**

- Tourism Office manager, assistant, etc.
- Managers, assistants, guides for Cave paintings, Don Álvaro de Luna Museum, Museum of the customs of the people of ‘The Churches Valley’ in the Monastery, Castle, Wine guided route, nature eco-tourism routes, cultural tourism guided routes.
- New jobs on private business.

**Objective 2. Social services and tourism infrastructures improvement**

Objective number two leads to improving social-public services and equipment and tourism infrastructures, thanks to the following strategies and actions:

**Adequacy of the Urban Environment with new equipment**

- Lighting of the historical heritage in both municipalities.
- Tourism signalization of the relevant heritage.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Renovated public services and new tourism infrastructure

- Town beautification plan with a landscaping and beautification of the entrances to towns and a landscaping and beautification of the entrances, patios and courtyards of the monuments.
- A strict regulation about urban development to control buildings construction and rehabilitation according to old buildings style to recover rural charming and create a rural identity image.
- Tourism reception infrastructure: San Martin de Valdeiglesias T.O. improvement and creation of tourism information points around the relevant recreational areas.
- Guided tours and tour buses offer along main tourism resources.
- Possible agreement for tourism services with the Consorcio Turistico Sierra Oeste on the Water Heritage project of their Tourism Promotion Plan.
- Village Centre revitalization offering more public and social services. Basic library, theatre, youth centre, etc. services in Pelayos de la Presa and more specialized cultural and sports options on both municipalities. For 2nd residence tourists to be faithful and to facilitate to some of them to become register citizens to increase population.
- Recover old or abandoned 2nd residences buildings for international youth hostels or rural accommodations for small or large groups.

Objective 3. New sustainable tourism product development

The next objective looks for natural environment protection, regeneration, adaptation and uses for a new more sustainable tourism model.

Environmental studies and projects for natural environment protection

- Study for the location of signal points.
- Environmental Study. Diagnosis of Carrying Capacity of the territory to the proposed activities.
- Environmental Impact Study of the medium and long term plan.

Recovery and environmental regeneration

- Clean the edges of the busiest recreational areas.
- Conditioning of land for the creation of external parking areas.
- Conditioning of the busiest areas to enable disabled access (installation of ramps, etc.).
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

- Installation of ecological houses, paper, etc. in areas of greater affluence, as well as other services as possible (portable WC’s, etc.).

**Adaptation of natural environment**

- Tourism signalization around the natural resources with information panels about rivers and streams, fauna and flora around.
- Indication of access to the natural routes
- Installation of informative panels, wooden benches, tables, and rest furniture in the areas of greatest confluence of the urban and natural routes.

**New product creation for one or several demand segments**

- Study of historic tangible or intangible cultural heritage to recover in the municipalities, such as: rural values and living style, maintenance of rural traditional architecture, or ecological agriculture, monuments or potential tourism resources.
- Recovery projects of the historical tangible and intangible heritage. Monastery, cave paints, traditional buildings rehabilitation and Castle improving as tourism attraction. Besides, Traditional intangible assets recovery for tourism use on events, festivities, interpretative centres, etc.
- Medieval life and Don Álvaro de Luna Museum Creation (see History section Appendix).
- Monastery rehabilitation as "Museum of the customs of the people of ‘The Churches Valley’, recreating and presenting in its interior how was the life of the monks reading, peace, writing, reflection, etc.; and those poor people of the Middle Ages, used to repopulate the land, living under Abbot and feudal lords.
- Medieval live representation journeys. Joining the ‘Valley of the Churches’ through the Castle with the Monastery. These would have a Christian camp in San Martin where a medieval market, medieval tournaments, plays would be done and a scenario of the feudal and monastic life of the monks of the Abbey. It will be great representation of how life was like in the Middle Age.
- Wine guided route creation over the bodegas, vineyards, school-bodega interpretative centre and Wine Museum.
- Nature eco-tourism routes with the utilization of the SCI and SPA areas and San Juan Riviera ecosystems. Specialised photography, hiking, birds, mushrooms, plants, flora guided routes could be planned and offer adapting to the new

Rico Escobar, Emma
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

demand trends. Besides, Greenways and cattle trails could be use for biking or walking tours.
- Cultural tourism guided routes design through main cultural assets. Medieval life route using the Monastery, Castle and the hermitages; Prehistoric route using the cave paintings or the Vetons tombs; urban cultural routes in both village’s centre’s, etc.
- Gastronomy routes planned to taste the typical Castilian Gastronomy over the village’s restaurants.
- Santiago’s way route signalization, accommodation and restaurant guide creation in collaboration with other nearer villages with the route.
- Personalised routes, packages and guided tours for large groups attraction.
- Personalised events creation for companies, associations, trade unions, etc.
- Personalised and all-inclusive Packages of the destination with all tourism agents’ involvement.

Offered product and current demand segments replacement (diversification)
- San Juan reservoir recreational areas infrastructure improvement and nature revalorization is included on the Tourism Promotion Plan by the Consorcio Turistico Sierra Oeste. However, our plan advocates for an increase of the sport and nautical tourism offer making it available not just for Clubs members, but for tourists; and for a paid entry to the reservoir recreational areas to facilitate and reinvest on the services and infrastructures.
- Nautical sports competitions and events to attract quality nautical tourism.
- 2nd Residence tourism could get better getting a more diversify cultural and sport offer in both municipalities such as tennis, football and paddle competitions or paint, bakery, cooking and ceramic workshops; social and public services improvement as available doctor service, nursery, children’s playground, children’s nursery or children’s summer workshops; and housing development infrastructures maintenance of roads, lightening, waste disposal, etc.
- International or typical gastronomy, wine, agro-industrial or tourism fairs, events and festivals could be use to diversify tourism offer and attract other market segments.

Objective 4. Tourism organization and development improvement

The aim of objective four is to improve tourism management and planning to reach quality and sustainable local development.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Tourism Planning

- Tourism Development Plan creation for each village, shaped by all tourism stakeholders taking into special account community future development objectives and necessities.
- Regular FG meetings with community and tourism agents are highly recommended to work on the right track. They should be involved during all planning stages.
- Joint plans and projects on cultural, natural, and specialized guided tours; events, festivities and festivals between both municipalities ideal to face crisis times and the lack of funds.
- A destination environment protection Label creation, to reward and distinguish the more eco-friendly establishments on both villages.
- Imposition of Accommodation standards guidelines to ensure quality and unique rural hotel or non-hotel accommodation in the destination.

Tourism organisation

- Tourism specialized village Council Department, which lead and program tourism development. A recognizable tourism leader.
- Coordinated events, festivals, festivities and attractions thanks to local citizens participation. Community involvement is relevant for an attractive tourism product conception, as they conform with tangible heritage the RT product.
- Collaboration between main public bodies local Councils, Canal de Isabel Segunda (San Juan reservoir waters Manager), SEPRONA (nature protection Police) and the CAM for resources protection and right exploitation.
- It is proposed to the Castle Foundation of San Martin and village Council to adhere to the following networks: Network of Cities and medieval villages.
- It is also proposed to establish a foundation for the defense of the monasteries of the Cistercian order and the protection of their heritage.
- It is also proposed to the Foundation of the Monastery of Santa Maria la Real de Valdeiglesias to join networks: Roman Europe, REDR, Embrace the Earth, etc.

Tourism promotion

- Tourism Stakeholders awareness increase. An understanding of the importance of tourism industry on both selected municipalities economies is fundamental. A tourism importance and environment care awareness from scholars, teenagers
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

and the rest of local citizens, entrepreneurs and local authorities to recover rural identity is essential for rural tourism; and for tourists for RA respect learning.

- A common destination Brand ‘The Churches Valley’ is suggested for both municipalities. Separately each municipality has not the financial capability or attraction power as it can have a common destination image. It could work as they share the same valley, relevant natural resources, and have related cultural heritage what could be a major link.

- Join marketing campaign of the destination easy to share cost and easily to be sold.

- Tourism Marketing Plan with regional, national and international advertising on radio, TV, main national Tourism Fairs, social medias, external panels or underground posters.

- Special and personalized marketing campaigns and promotions for large groups, such as schools, associations, trade unions, companies or civil servants.

- Website for tourism promotion creation with all resources, activities, services and infrastructure information. It could include a booking engine for accommodation services, restaurants or activities companies; and packages reservation.

- Internet and website creation courses and helps for local entrepreneurs to improve their self-marketing, as the major part of the reservations come via Internet.

4.5 Conclusion

The proposals that are expose above are useful for tourism development of the selected RA. They have been selected according the territory characteristics and taking into account the actual market trends for creating an attractive tourism offer.

Furthermore, a large number of proposals could be suggest, however we consider these ones are the essential and what is most important the most viable according to the existing situation in the destination.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

As explained in the literature review (chapter 2), rural tourism has strong social and economic potential among development strategies for Rural Territorial Development. Sustainable rural tourism development can generate income and improve life conditions for local residents.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Secondary and primary data research tools are essential for this study, as it is based on community learning approach. In interviews are good to gather experts points of view and a Focus Group is used to pick up community judgment (chapter 3).

A sustainable RT Plan for the selected rural area is presented taking into account main community, tourism agents and tourism entrepreneurs’ needs and development objectives (chapter 4); and based on a territorial and tourism resource analysis, a potential market identification, and a study of the cooperation between stakeholders.

Chapter five includes the final conclusion and some recommendations for further academic research.

Finally, it is important to mention that a large part of the research done for this study it is on the Appendices 3 to 8, including the community history and attitudes investigation, the tourism and territorial resources analysis, the study of the demand and the current promotion, the cooperation among tourism stakeholders analysis.

5.2 Recommendations

In this last section some recommendations for future tourism research over the selected rural area are exposed.

During the primary research it has been revealed that both villages have different points of view, tourism researchers should look for common characteristics and objectives.

A more in-depth quantitative research over the area territorial and tourism resources and potential demand should be done. Secondary data for inventories and analysis could have change, so it is not enough for a good strategy defining. Quantitative research is essential for a market appraisal and it has not prepared yet.

Additional economic, environmental impact, protection, competence and resources inventory and studies should also be necessary to establish an action plan and decide the destination positioning.

Community, tourism agents and experts should be involved during the whole tourism planning process. Regular Focus Groups meetings should be held in order to obtain a deepest information and feedback for community friendly tourism development.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

REFERENCES

Academic Journals


Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Books


Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


e-books


Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Report from a Corporate Author


Consejería de Economía e Innovación Tecnológica de la Comunidad de Madrid, [no date]. Libro Blanco de la Política Agraria y el Desarrollo Rural. Madrid: Comunidad de Madrid.


Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Universidad Politécnica de Madrid, [ca. 2002]. Innovación para el Desarrollo Rural: La iniciativa Leader como Laboratorio de Aprendizaje. Madrid: UPM.


Web Sites

Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Rico Escobar, Emma
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Rico Escobar, Emma
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Tourism Brochures


Consorcio Turístico Sierra Oeste, 2010. Los Sabores de la Sierra Oeste. Santa Maria de la Alameda: Consorcio Turístico Sierra Oeste.


Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).


Newspaper Articles


Conference Papers


Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

APPENDICES

APPENDIX 1: IN DEPTH INTERVIEW MODEL

<table>
<thead>
<tr>
<th>Entrevista Cualitativa</th>
<th>Plan de Desarrollo Turístico Sostenible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agradecimientos.</td>
</tr>
<tr>
<td></td>
<td>Búsqueda: turismo como herramienta de Desarrollo Rural en la Sierra Oeste.</td>
</tr>
<tr>
<td></td>
<td>Confidencialidad y grabación.</td>
</tr>
<tr>
<td>Fecha:</td>
<td>Nombre:</td>
</tr>
<tr>
<td>Indiana</td>
<td>Función:</td>
</tr>
<tr>
<td></td>
<td>Desde:</td>
</tr>
</tbody>
</table>

Background de la empresa
Tipo de empresa: Empresa de actividades
Servicios complementarios que ofertan: Desde cuando:

La demanda recibida
1. Frecuentación turística
   a. Tipo de turistas
      b. Origen
   c. Cuando
   d. Duración de la estancia
2. Satisfacción de los visitantes sobre el municipio/empresa
   a. Recibimiento
   b. Calidad de los Servicios

3. Motivación de los turistas

Desarrollo del Turismo en el municipio
1. Considera el turismo como herramienta de desarrollo local (consciente de su potencial)
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

2. ¿Cuál es el grado de desarrollo turístico en su municipio? (Impactos en la economía, empleo, medioambiente, sociedad).

3. Fortalezas y debilidades del turismo en el municipio

4. Valore la imagen y promoción del turismo en el municipio

**Organización del Turismo**

1. ¿Quiénes son los principales actores turísticos área/municipio? (Sierra Oeste)

2. ¿Quién debería serlo? (empresarios, comunidad, organismos locales)

3. Esta usted involucrado de alguna manera en el desarrollo del turismo hecho por parte de los organismos públicos (consulta a la oferta)

4. Cúales son los principales potenciales/frenos en la organización para el desarrollo turístico en el municipio

5. Conoce la existencia de acciones/planes que apoyen el desarrollo turístico en el área/municipio
   
   a. Que espera de estas políticas
   b. Conoce las ayudas que ofrecen (fondos/realización de proyectos?
   c. ¿Ha sido beneficiario de estas?

**Oferta**

1. ¿Son los todos los actores turísticos conscientes de la importancia del turismo (comerciantes y población)?

2. ¿Existe algún tipo de asociación para el desarrollo turístico en el área/municipio? (esta usted en ella)

3. Tipos de turismo rural que se puedan practicar en su municipio

4. Como definiría la oferta turística del municipio: tipo y calidad
   
   a. Alojamiento
   b. Restauración
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

c. Tiendas
d. Empresas de Actividades
e. Oferta cultural (Festivales, animaciones, atracciones turísticas)
f. Oferta natural
g. Rutas, paquetes turísticos, grupos

5. Futuras atracciones turísticas/culturales

6. Calidad de la Oficina de Turismo

Planes de Futuro
1. Mejoras que se deberían realizar en el municipio (futuros planes y actuaciones)

a. Infraestructura turística
b. Productos.

1. Proponga futuras atracciones turísticas sostenibles (naturales, culturales, gastronómicos)
2. Tipos de turismo rural sostenible que se podrían realizar

c. Acciones de promoción
d. Cooperación con Adm. Locales, regionales, otros municipios
e. Asociacionismo. ¿Cree usted que es necesario la existencia de una asociación que mire por desarrollo turístico sostenible en el área/municipio dado a su relevancia y al alto valor de sus recursos?

2. Cual es la visión ideal de desarrollo para el futuro

a. Proponga 5 Objetivos de desarrollo (Mayor valor 1>menor 5)
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

FINAL
¿Le gustaría añadir algo más?

Muchas gracias por su tiempo y sus contribuciones
Si usted desea se le hará llegar un resumen resultados de este
Antes de comenzar

Recuerden las normas del grupo:

1. El Focus Group se hace con la intención de recoger el punto de vista de la comunidad de vecinos de ambos pueblos para la realización del Plan de Desarrollo Turístico Sostenible

2. Requisitos para que el Turismo Rural sea una herramienta de desarrollo local:
   - Una definida identidad cultural, valorando los recursos disponibles.
   - Una oferta turística atractiva con un sólido apoyo de las Corporaciones locales, la integración de los empresarios, un buen marketing territorial y las alianzas con otros territorios.

3. Es importante escuchar todos los puntos de vista. No hay respuestas buenas o malas. El principal objetivo es aprender del grupo

4. Pedir respeto por los turnos de palabra y el derecho de todos a ser escuchados. No interrupciones con el teléfono, etc.

5. Tiempo 90 minutos extendible a 2 horas.

6. Grabación. La confidencialidad y el anonimato están asegurados.

Presentación Personal de cada participante

Pequeña explicación de la vida laboral y personal de cada participante.

Realización de los 4 ejercicios

1. Dibujo colectivo de la Historia y de los valores de la Comunidad. IDENTIDAD CULTURAL

Los participantes son preguntados por los hechos mas relevantes que tuvieron lugar para el desarrollo de su comunidad, centrándose en el turismo. Vuelta al pasado (recordando los impactos negativos de este desarrollo)

Todos: el desarrollo local comenzó en los 70, con la construcción de la Presa. Entonces se abandonó el campo.

Rubio: gracias a esto apareció la playa de Madrid. Por entonces la CAM no existía, este territorio formaba parte de Castilla la Mancha.

Hernández: no había buenas infraestructuras entonces, solo había un sistema de transporte de mensajera llamado la lechera.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martín de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

Chaparro: la sierra norte estaba mejor desarrollada y comunicada.

Intentaron construir un tren, pero fue parado por la guerra.

El embalse atraía a gente importante, y para que viniesen el Ayto. casi regalaba los terrenos. Las barcas y las motos traían mucho dinero.

Rubio: la gente abandonó la agricultura y las antiguas tradiciones que ya no eran rentables. Leguina paró también el desarrollo, ya que quería prohibir la navegación a motor y restringió mucho su uso.

San Martín siempre ha tenido normas de urbanismo, estas estaban por encima de las normas impuestas por la CAM. Podían administrar sus recursos, por que tenían más como población, terreno, etc.


La oferta no está bien hecha.

Los municipios son diferentes, sin las mismas prioridades.

Falta de servicios sociales en Pelayos.

La gente se va a Madrid.

Las políticas regionales han tomado demasiados municipios.

**Describiendo los valores predominantes de la comunidad. Es vital saber: cuales podemos compartir con los de fuera y cuales deben permanecer inalterables y protegidos.**

**Bajo principios económicos, sociales, culturales o medioambientales.**

Existen pocos.
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

<table>
<thead>
<tr>
<th>San Martin de Valdeiglesias</th>
<th>Pelayos de la Presa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural</td>
<td>Pantano</td>
</tr>
<tr>
<td>Pantano</td>
<td>Monumentos</td>
</tr>
<tr>
<td>Mas pueblo</td>
<td>Se han agotado</td>
</tr>
<tr>
<td>Acento</td>
<td>No son económicamente rentables</td>
</tr>
<tr>
<td>Los toros</td>
<td>No hay identidad</td>
</tr>
<tr>
<td>Los quintos</td>
<td>Antiguos juegos y tradiciones: la flauta y el tambor, la rondalla, Mayo, Calva, carbón, matanza</td>
</tr>
</tbody>
</table>

2. Dibujo colectivo de nuevos edificios, espacios y necesidades psicológicas

Discusión de nuevos espacios y edificios requeridos para satisfacer las futuras necesidades.

<table>
<thead>
<tr>
<th>San Martín de Valdeiglesias</th>
<th>Pelayos de la Presa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tren</td>
<td></td>
</tr>
<tr>
<td>Comunicación con el resto de las provincias</td>
<td></td>
</tr>
<tr>
<td>Hospital en la zona</td>
<td></td>
</tr>
<tr>
<td>Creación de puestos de trabajo</td>
<td></td>
</tr>
<tr>
<td>Autovía</td>
<td></td>
</tr>
<tr>
<td>Compartir gastos entre Aytos.</td>
<td></td>
</tr>
<tr>
<td>Buena oferta de servicios y equipamientos públicos</td>
<td>Falta de servicios y equipamientos públicos</td>
</tr>
<tr>
<td></td>
<td>Cine de Invierno</td>
</tr>
<tr>
<td></td>
<td>Biblioteca</td>
</tr>
<tr>
<td></td>
<td>Sala de estudio</td>
</tr>
<tr>
<td></td>
<td>Centro de juventud/cultura</td>
</tr>
</tbody>
</table>
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

3. Medición de las aptitudes de los locales hacia los turistas y otros impactos del turismo

Valoración de las frases (documento aparte)

Puesta en común comparación, discusión!

4. Fortalezas y debilidades creación de producto turístico

Pensamos del desarrollo turístico en los municipios.

Fortalezas para crear un producto turístico, y las debilidades.

<table>
<thead>
<tr>
<th></th>
<th>San Martin de Valdeiglesias</th>
<th>Pelayos de la Presa</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fortalezas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recursos naturales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recursos culturales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cooperativas en SMV</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pantano</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Poner en funcionamiento infraestructuras</td>
<td></td>
</tr>
<tr>
<td><strong>Debilidades</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falta de organización</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falta de gente competente</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falta de mano de obra cualificada</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falta de un Dep. de turismo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falta de Innovación</td>
<td></td>
</tr>
</tbody>
</table>

5. Elección de propuestas y planteamiento del desarrollo estratégico

Proponemos los objetivos de desarrollo.

Votación de las propuestas.

Discusión para alcanzar un acuerdo colectivo de en cuales Objetivos de desarrollo se deberían desarrollar a corto plazo.

Posicionamiento de Objetivos según su importancia.

<table>
<thead>
<tr>
<th><strong>Objetivos de Desarrollo según orden de importancia</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Revalorización de los recursos. Nuevos productos</td>
</tr>
<tr>
<td>2. Infraestructuras de comunicación</td>
</tr>
<tr>
<td>3. Mejora de infraestructuras y servicios.</td>
</tr>
<tr>
<td>4. Inculcar cultura de pueblo</td>
</tr>
</tbody>
</table>
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

5. Mejora de la economía

Desarrollo de acciones, estrategias y tiempo exacto para llevar a cabo estos objetivos

<table>
<thead>
<tr>
<th>Objetivos</th>
<th>Acciones/Estrategias</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>- Nuevos productos</td>
</tr>
<tr>
<td></td>
<td>- Revalorización de recursos</td>
</tr>
<tr>
<td></td>
<td>- Monasterio/Castillo</td>
</tr>
<tr>
<td></td>
<td>- Pantano, quioscos con un mismo tipo</td>
</tr>
<tr>
<td></td>
<td>- Unión municipal</td>
</tr>
<tr>
<td>2</td>
<td>- Comunicación con todas las ciudades de alrededor</td>
</tr>
<tr>
<td></td>
<td>- Autovía</td>
</tr>
<tr>
<td></td>
<td>- Tren</td>
</tr>
<tr>
<td>3</td>
<td>- Mejora de las infraestructuras</td>
</tr>
<tr>
<td></td>
<td>- Camping, hoteles, casas rurales, albergues</td>
</tr>
<tr>
<td></td>
<td>- Potabilizadora</td>
</tr>
<tr>
<td></td>
<td>- Servicios segunda residencia</td>
</tr>
<tr>
<td></td>
<td>- Nuevas infraestructuras turísticas</td>
</tr>
<tr>
<td>4</td>
<td>- Promoción y marketing</td>
</tr>
<tr>
<td></td>
<td>- Potenciar los Consorcios, unión comarcal</td>
</tr>
<tr>
<td></td>
<td>- Leyes, ayudas y programas adaptados a la localidad</td>
</tr>
<tr>
<td></td>
<td>- Los gestores no hacen buen uso de las ayudas.</td>
</tr>
</tbody>
</table>
Tourism as a rural development strategy: proposed Tourism Development Plan for San Martin de Valdeiglesias and Pelayos de la Presa; Madrid (Spain).

APPENDICES: ELECTRONIC COPY

Appendix 3: Community History

Appendix 4: Community attitudes towards tourism industry and planning process

Appendix 5: Area territorial resource analysis and diagnosis

Appendix 6: Area Tourism resource analysis and diagnosis

Appendix 7: Cooperation among the tourism stakeholders

Appendix 8: Promotion and communication; the demand; characteristics of the tourists coming in the territory