



FACULTAD DE CIENCIAS JURÍDICAS Y ECONÓMICAS

**PUBLIC MANAGEMENT OF TOURISM
IN THE RURAL ENVIRONMENT:**

Case study of the Gúdar – Javalambre Area

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1 Introduction.

Rural tourism is currently booming, it is becoming increasingly important for certain inland destinations although it is still not simple to find a clear definition of this type of tourism which may lead to difficulties in the management of these type of destinations.

Therefore, the objective of this essay is to obtain the necessary data regarding one of the destinations with the most depopulated municipalities in Spain, which is the area of Gúdar – Javalambre by comparing with similarly populated areas, their management techniques, and how this affects the area and its municipalities, either positively or negatively. This project also aims to reach a clear conclusion regarding in which way counties favour tourism in their region and the means to develop this type of tourism.

To reach a definitive conclusion it is necessary to firstly create a theoretical frame to gather the corresponding understanding needed to investigate the situation. We have then proceeded to present the objectives we wish to meet which we have analysed through a table containing data regarding localities in the area Gúdar – Javalambre, this way can compare their characteristics. Once this investigation is concluded we continue to consider the differences and similarities in the management of four localities, by interviewing their specialist workers from their tourist offices and other professionals implicated in the management of tourism in their locality, we have also interviewed the person in charge of the area's management of tourism.

After completing this investigation which includes both qualitative and quantitative data, a conclusion has been drawn regarding our main objective, leading to the possibility of formulating personal recommendations.

2 Theoretical Frame

2.1 The Origins of Rural Tourism

Rural tourism emerged as an alternative to sun, sea and sand orientated tourism in overcrowded tourist destinations. It arose in countries such as France, Great Britain and Ireland in the 1960s with the creation of farmstead programmes together with a series of factors, one being the need to slow down the depopulation of rural areas by generating financial benefits. Another aspect that influenced the creation and rise of Rural Tourism was the introduction of the computer systems; Leader I, Leader Plus, Proder. This new type of demand has evolved as a consequence of new social structures, the saturation of consolidated destinations and mass tourism, the respect towards the environment and the division of holiday times, among other reasons. As a result, a new specialisation developed which began to establish itself in the 1980s, generating positive economic growth in the municipalities where such projects were implanted.

In Spain, this trend has occurred in more recent times as it began to develop 30 years ago. Its most drastic growth has taken place over the past 15 years mainly due to the fact that it has become one of the most important sources of income in the majority of rural areas. All of these changes have resulted from the birth of a post-material society based on economic wellbeing and the influence of materialism in our society, this is to say that society began to create needs of personal satisfaction, self-fulfilment and ecological consciousness, an authenticity which differs from the overcrowding of the urban lifestyle.

In Spain, rural tourism took off in the 1970s thanks to farmstead programmes, where rooms were available to rent in rural areas.(Sánchez and Sánchez, 2012) During this time period the aims were the conservation of heritage, the creation of a complementary income, to support agriculture and the revaluation of cultural areas. Between 1980 and 1995 travel and tourism was a matter which was under the control of the autonomous regions, due to this reason, during these years these regions took different actions towards the management of this industry. Since 1995 rural tourism has become clearly consolidated and valued and has extended throughout the whole of Spain because the autonomous regions have shown their support towards this sector, its promotion, quality and the conservation of assets as an alternative to sun, sea and sand tourism.

2.2 Definitions of Rural Tourism

There isn't one clear definition for rural tourism so we must acknowledge various definitions:

- Garcia, B 2011 defines rural tourism as “that which is characterised by lodging and visits in natural areas, generally in inland areas, in an accommodation facility which is integrated in the natural surroundings and seeks to meet the need of relaxation as an alternative to mass crowding in urban areas and other touristic areas.” (García, B. (2011)).
- The definition of rural tourism given by the OMT is: “A type of touristic activity in which the experience of the visitor is based on a large range of products generally linked to activities in nature, agriculture, ways of life, rural cultures, fishing and sightseeing of places of interest.” ((OMT), 2013).
- According to the “Committee of Tourism and Competition” rural tourism is a speciality of tourism which takes place in natural surroundings where we can take part in activities for the enjoyment of unique environments, in contact with nature, the local culture, gastronomy and the people of that territory. (Comité de Turismo y Competitividad (CTC), 2017).

As we can see rural tourism does not have one exact definition as we can also define it as any activity which takes place in a location separated by varying distances from urban centres, where we can take part in activities related to the rural world. For this reason we can find a broad range of complementary activities in these areas which are, without doubt, one of the most important attributes that the tourist takes into account when planning their holidays.

2.3 Classification of tourism in rural areas

This diversity of resources makes possible the realisation of different activities in rural areas, this leads to different forms of rural tourism, so as to adapt to the needs and demands of the consumer. Also, those who are responsible for the management of touristic planning use these resources as an instrument to moderate seasonality through rural tourism. ((Millán Vázquez de la Torre, Morales Fernández and Castro, 2011) Included in this area of tourism we can find the following subtypes:

- **Agrotourism:** Based on experiences related to agriculture. The farmer accommodates the tourist, who takes part in agricultural and farming tasks either actively or as a spectator. (Matarredona Coll and Ivars Baidal, 1995)
- **Ecotourism:** Responsible tourism in the natural environment, whose main objective is the integration of the tourist in the local culture and the appreciation of the natural riches of these places.
- **Sport tourism:** A type of tourism in which the tourist takes part in or is a spectator of sporting activities.
- **Cultural tourism:** This type of tourism can take place in a wide variety of locations. It is one of the main forms of tourism that we can find in rural areas. We can differentiate between passive cultural tourism and active or experience-based cultural tourism. In the first type, the purpose is the viewing of historical and artistic heritage. This would be architectonic and monumental tourism, the main objective of this type of cultural tourism is to visit historical artistic resources of a municipality.
- In the second type, active or experience-based cultural tourism, tourists integrate themselves in traditional festivities or other traditional and folkloric activities of the local, popular culture (Matarredona Coll and Ivars Baidal, 1995). In this category we refer to « intangible cultural heritage », the cultural knowledge, techniques and demonstrations which are characteristic of a particular region and its people who transmit their culture from one generation to the next. ((OMT), 2013). Several types of tourism exist in relation to intangible heritage, among other types, we can highlight gastronomical tourism, when the tourist travels moved by the typical gastronomy of a region, or folkloric tourism, when the visitor seeks to take part in or witness traditions, customs or demonstrations, typical of the area.

Within rural tourism we can also find new modalities such as “**Slow tourism**”, which can be described as the opposite of mass tourism, being defined as a calm and relaxed way of interacting with nature and the local people.

We must also draw attention to **holiday homes or second residency tourism**, when those that own a holiday home themselves or have a friend or family member that does, make use of that home for less than 180 days a year. In relation to this, we can also speak of ethnic tourism, which is less common than ordinary second residency

tourism and usually takes place in inland areas. The OMT in 2013 defined it as “the visiting of places where ones roots or ancestry resides. It consists of visits that come about due to ones desire of getting to know the place of their origins, this could be somewhere where they have previously lived or where their ancestors did”.

One of the most important forms of **tourism currently is sustainable tourism**. It is especially significant in rural areas as it is appreciative and considerate with the environment, the local heritage and local population, causing little to no impact.

2.4 The Rural Tourist

According to Heche 2005, rural tourism is directed towards specific segments of the public. In general these segments are characterised by traits such as being well informed and conscious regarding environmental issues. They tend to have a mid- to upper educational level, with a certain buying power and are between the ages of 25 to 45 years. Primarily, they are from urban areas and so wish to have contact with and enjoy rural areas. People who choose rural tourism wish to break with the formalities of city life. They prefer to value quality of living, therefore they favour the countryside and small quiet villages surrounded by nature with an interesting local culture which they consider as an opportunity to recuperate their energies and balance.

Referring to global data from a 2019 study by the “Observatory of Rural Tourism”, rural travellers prefer inland, mountainous areas rather than coastal areas to relax and spend time with family. They also consider that the natural resources available are more important to them than a rich cultural heritage. The main means of transport for this type of tourism is by private car, mainly due to the fact that there is no form of public transport that reaches these areas which tend to be more isolated. Lastly, a fundamental aspect that must be mentioned regarding these tourists is their passion for hiking and nature routes without the services of a tour guide. (Fiturtech, 2019).

2.5 Current tourism policies

Nowadays, policies regarding tourism focus on a state of wellbeing for the population. With this as a foundation, the public sector has a role which includes the regulation, organisation, planning and promotion of these types of activities through taxes and incentives which mean to develop economic activities in the private sector.

The work of the Public Administrations towards the development of policies is very complex because the public sector is the only one which is able to face costs that come about by the gathering, filing and analysis of the information needed to achieve correct decision making. These processes are very often unattainable for agents of the private sector due to their lack of resources (Sancho, 1998). For this reason public administrations take charge of organisation and planning in order to orientate private activities in views to obtain general benefits. Included in their tasks is the creation of restrictions and allowances in order to maintain ideal conditions for competitiveness between countries, regions and travel and tourism businesses, therefore leading to higher quality services. In turn, higher quality services result in client satisfaction and their fidelity.

2.6 Public Administration of Tourism

There are various levels of public intervention. Generally the higher the impact that tourism has on the economy of a area or region, the higher the level of intervention and the number of different public administrations involved (Sancho, 1998).

- On a national level, the Government is in charge of creating tourism policies in relation to the national economy, its objectives and its means to achieve them. It also takes care of the coordination of local and provincial administrations with regards to promoting abroad, cooperating with supranational organisations and the establishment of laws etc.
- The regional level is becoming more and more important because on many occasions the region as a whole is seen as a tourist destiny. In Spain the Regional Communities are in charge of the management, planning (transport, communication and public investments) and promotion.
- In the local context, the administration focuses mainly on the development of the activity, the promotion of the locality as a touristic destination, the creation of infrastructures and their maintenance. They also plan the supply of services and the regulation of land uses, coordination and promotion. They possess less capacities to regulate services but a major participation regarding: (Oriol, 2010) urban and land governance, control over construction, equipment, sanitation and safety. They provide major visibility and communication within the municipality, adequate

signalling and tourist information, promotion of the local holiday destinies and the boosting and improvement of the quality of the tourist offering.

- “Interregional level”, this refers to the grouping of destinies, regardless of their territorial placements (Alcañiz, Aulet and Simó, 2000).
- A area is a local entity on an intermediate level, formed by various municipalities that together represent an administrative body equipped with powers regarding budgets and democratic representation. Its functions include the coordination of objectives, promotion and development as well as the planning of local growth and the management of tourism in the area’s territory (Precedo Ledo, 2004).

The organisations implicated in the management of a tourist destination have responsibility over multiple corresponding aspects, they do this by working through incentives and policies aiming to develop the products on demand without putting local resources at risk. This way, as an example, local gastronomy can be boosted, protected natural areas can be created, buildings can be recovered or guided visits can be introduced (Alcañiz, Aulet and Simó, 2000). However, it is essential that the organisations that manage a tourist destination are well coordinated and integrated as in the long run it is the consumer who may perceive inconsistencies between different destinies in terms of tourist brands and catalogues therefore affecting the destination’s image. (Alcañiz, Aulet and Simó, 2000).

2.7 The management of rural tourism in Spain

Rural tourism is now consolidated in the Spanish tourism offer as a characteristic and particular product, specially associated to those Regional Communities in which their influence over economic development has occurred in more recent times. Its evolution has contributed significantly in the diversification of the tourism offer and also the revitalization of the economy of regions and areas mainly in inland counties. Financial support from the local, regional, national and European administrations that was invested in this activity in its beginnings through different European programmes in Spain allowed the growth of productive structures and the creation of an economic activity of relevance for rural areas. (Valdés Peláez and Valle del Tuero, 2005).

At this moment in time it is the Regional Communities who have control of tourism, this means that each region has the power to pass laws regarding this sector

inside their own territory. Therefore, each region has their own policies and laws, starting with the regulation of new activities and products such as rural tourism. This evolution has proceeded in the following manner:

1. Primarily touristic accommodations were regulated, paying particular attention to those who did not have their own regulations.
2. Due to the increase of tourist activities in the Regional Communities, this type of activity has been established, resulting in the creation of a particular law regarding tourism in each regional community.
3. Henceforth, having approved this law, they proceeded to regulate different types and forms of touristic accommodations with the aim to adjust these laws to the current needs of the tourism sector.
4. Nowadays some regional communities continue with the involvement of economic activities within the region through Sectorial Territorial Development Guidelines. This is of vital importance in the Tourism sector, especially when the activity at hand affects the territory in which it takes place and conditions its development.

As we have previously mentioned, the Regional Communities have their own laws regarding Tourism which aim to regulate rural accommodations. Only certain Regional Communities regulate active tourism, which are those companies who provide complementary activities, these activities have a direct effect on the rural environment, but there is no apparent relation in these policies between, tourism, the territory, the rural environment and the realisation of these activities. We can find different and independent regional laws and policies that affect the rural environment and territory but there is no organised planning of the territory as a whole. (Pérez, 2001).

What's more, on many occasions we find that a rural territory are under the administration of the Departments of Agriculture of their Regional Community, and therefore is conditioned by the EU's Agricultural Common Policy, this leads to certain vagueness regarding who is directly responsible of this activity. (Valdés Peláez and Valle del Tuero, 2005).

Taking all of this into account, in the rural environment, policies should be based on economic, social, environmental, institutional and cultural factors, regardless of the interpretation of local development plans. We must not forget that these factors are

combined in different manners in each region depending on their objectives and projects. (Spaey, Dofay and Stenmans, 2018).

2.8 The Creation of a Tourist Product

A tourist product is a service that has been specifically designed to satisfy the expectations of leisure and recreation of the public during the realisation of a tourist activity.(Olivares, 2014). However, if we concentrate on the value of resources associated with the tourist product, it is enhanced by the resources themselves, the offer of accommodation and complementary activities, but also by general services, personnel training, building typologies, transportation available, etc. This requires the creation of territorial policies as well as the imposition of planning models (Olivares, 2014).

2.9 Resources in Tourism

Resources in tourism are all elements whether they are tangible or intangible, that either alone or combined, have the capacity to attract visitors to a certain place. When the visit is driven strictly by tourism, leisure or recreation purposes, we can categorise these resources in categories according to (Olivares, 2014). The categories are as follows:

2.9.1 Basic Resources

According to (Olivares, 2014), basic resources are those that have their own capacity to attract visitors and therefore do not present problems regarding their location (river, architecture, museums etc.) It is crucial to do a global assessment of all of the factors and variables that affect these resources to facilitate their promotion or their reactivation.

A. Natural and landscape resources

Landscapes are, to a large degree, a product of society and of the culture that takes place in that area. (Joan Nogué i Font and Joan Nogué, 1989) It is also the most conscious incarnation of customs and cultural values of a specific community thus becoming an open window for tourists to acknowledge new cultures. (Joan Nogué i Font and Joan Nogué, 1989). For this reason they are a strong resource that attracts tourists towards rural and mountainous areas.

For the travel and tourism sector this has brought about the introduction of what is possibly one of the most influential aspects from a tourist's cultural perspective of the area. (Reyes Ávila and Barrado Timón, 2005). The majority of landscapes are the result of an ancient balance between nature and human's influence, this balance is the foundation of the rich regional differences of the regions in this geographical area. (Joan Nogué i Font and Joan Nogué, 1989).

B. Historic monuments, technological, ethnological and artistic resources

There is a narrow relationship between heritage, tourism and development. Tourist activity enhances the value of the local heritage which in turn leads to financial gains and social, cultural and environmental improvements for the local communities. (Porcal Gonzalo, 2011).

C. Artisan and gastronomical resources.

New tendencies in consumer habits show an increase in the social interest of high quality products, differentiated and adapted to the recent needs of different groups and segments of the market (Montoya, 2003). This has led to the creation of Protected Designations of Origin (PDOs) with the purpose of being able to identify the origins and the quality of a product. For this reason, local culinary products are characteristic of specific areas, thus enriching and maintaining their heritage and traditions, helping them to evolve, tourism allows this to happen because it uses these aspects as differentiating elements and an important economic factor of the area. Regarding artisan work we can consider it the intangible heritage and cultural reference of a destination. So it is clearly necessary for localities to keep these traditions alive, making them their own and thus forming their own distinctive characters.

D. Folklore, festivities, programmed events (events, intangible and referential resources).

Well planned tourism in relation to this subject enables localities to broadcast their culture in a considerable way. They are able to diffuse their customs, traditions and historical and artistic heritage and to promote education between generations, regarding these aspects.

For this reason, all of the components of a places' culture form part of its heritage. Through a localities actions, language or speech, customs and dances among other things, a tourist can get to know the destination in depth, here resides the importance of its maintenance. This is also the case of traditional festivities, as they are a symbol that represents the culture of the locality. These type of acts and celebrations are of interest not only for tourism but also for the local culture and economy as many have the capacity of attracting hundreds of people to usually isolated areas and also to deseasonalise the demand, therefore they are a source of promotion and income for the area. These type of celebrations often make way for other types of activities such as parades, shows or exhibitions.

Regarding programmed acts, these form part of the tourist offer of a destination. This is the case of events, they take place with the main objective of establishing relations between visitors and the locality where the venue is situated. There are many types of events, for example they can be related to leisure, business, promotion and publicity of the area etc.

2.9.2 Additional resources

These are resources that do not have a clearly established quality and therefore must be identified. This type of resource can greatly adapt or transform basic resources. Another possibility is that a good coordination of various additional resources can result in a basic resource, this is the case of tours for churches or chapels. (Olivares, 2014).

2.10 Publics and private services and voluntary sector

A) Public services and equipment

The amount of tourism in an area leads to the appearance of services and equipment that would not exist in other circumstances. The majority of public services are shared by both tourists and residents. Thus, the flow of tourists conditions the planning of urban services and equipment (the number of spaces containing equipment, locations, opening hours etc.). This is not usually the case regarding the management of these factors, as they don't normally require changes aimed at their use by tourists. (Oriol, 2010) Tourist demand has needs regarding specific equipment, these services combine different elements that in turn result in the creation of tourist products of either a basic or additional nature (public transport, information points etc.).

B) Private Services

- 1. Accommodation.** The planning in this respect involves the conservation of the original design of the buildings both inside and out. Rural residencies possess specific characteristics that differentiate them from urban buildings.(Henche, 2005). There are different types of rural residencies used for accommodation, such as rural hotels, cottages, campsites, lodges, farms or hostels.
- 2. Catering** Traditional cooking is one of the most important aspects and distinguishing elements of rural tourism, it is, in itself a lure for visitors. La (Montoya, 2003) Due to this, the existence of restaurants in the area that offer local products and cuisine is fundamental. It is imperative that restaurants in the locality utilize local, high quality products to establish a successful complementary offer for the destination.
- 3. Leisure and activities** Current trends show that tourists are seeking different types of activities that cannot take place in urban settings, or new activities such as sports, adventure or cultural experiences, both in rural and urban environments. These type of activities are an important element of the tourist product and of the choice of holiday destination for the consumer. (Gómez, 1988)..

C) Voluntary sector

The voluntary sector serves to join different interests, embodying them in entities and creating a cohesion between them that may be effectively managed. (Crosby, 2009) Its key function is to coordinate, enhance synergies and aim to create a common viewpoint of the factors that are implicated (Crosby, 2009). An example would be the case of associations.

In Spain, associations linked to rural tourism have played a very favourable part in its promotion and merchandising. These associations are non-profit entities formed by promoters of rural accommodations according to regional legislation. Other sectors also take part in some associations such as, hospitality and catering services, retail traders or artisans. (Francès Tudel, 2007).

2.11 Accessibility

Accessibility in this context, is the time it takes to travel by car, from a certain locality to a city. Therefore, a municipality is considered “accessible” when it takes under 45 minutes by road to get to a city with a population of at least 50,000 by. If this is not the case and the trip is longer than the time stated, the municipality is described as “remote” (Arnalte et al., 2012).

The distance between a place of origin and the destination is an inherent differentiating factor in terms of tourism. Meanwhile, accessibility and mobility acquire a key role in the valuation and selection of a destination. For this reason, the perception of distance-time must be a major factor in strategies regarding the positioning of a destination, taking into account the location of the hubs, road layouts, infrastructures, transport services and speed of movement. (Fernández-Arroyo and Sánchez-Mateos, 2017).

2.12 Land Management in Tourism

Land management establishes a proposal of a territorial model for the location which is under study. The most adequate proposal is chosen by the local Administration depending on its suitability for the area and its society. (Fernández, 2004)

An appropriate land management and the layout of competitive tourist zones is essential in the creation of a unique and high quality product. This includes aspects such as the programming and development of territorial infrastructures, the identification and preparation of free spaces, the regulation of the use of natural areas and local cultural heritage. (Requejo Liberal, 2004)

In rural environments the aim should be to reach a consensus between land management and the development of rural tourism, which guarantees balance, harmony and environmental sustainability. Rural municipalities should be structured in such a way that its physical space is functional but also follows criteria regarding sustainability, thus avoiding uncontrolled urban development. With this in mind, guidelines should be promoted, and infrastructures or activities with an environmental or visual impact etc. should be kept under control. (Castro, 2016)

2.13 Tourism planning

Nowadays, the necessity of suitable planning is crucial to obtain a significant value for a certain space, municipality or zone as a tourist product, consequently becoming relevant economically in its region. (Sancho, 1998).

Several aspects can make the difference between the creation of a competitive or a mediocre product which will inevitably disappear with time. These aspects are: An adequate optimisation of the resources available in the area, the formulation of a work plan that successfully brings together and coordinates different activities that are implicated in the tourist product development and, above all, the correct planning of product strategies and its marketing.

When we plan the evolution of tourism in an area we must take into account that certain incompatibilities between this sector and other types of businesses or industries, due to this, the activity in the area must work in accordance with the tourism sector. Local traditions and customs may be affected by the influence of tourism as is the case of local people who do not make their living through tourism, these people may feel uncomfortable with these businesses. The mentioned situations must be seen to, but there are other possible factors to take into account, like the presence of second residency tourists, or the need to fulfil the needs or customs of foreign visitors.

2.14 Distribution and promotion

The Administration usually undertakes the main part of the task of promoting a destination. This is one of the most valued and appreciated activities in the tourism sector. (Oriol, 2010)

Rural tourism is considered to be a means of development. Its success depends on various factors, for example, its natural and human resources must contribute to the appeal the destination, its marketing strategies, tourist infrastructures and a general positive attitude towards the sector in the community. Also, the local businesses play an important part in the development of tourism as it can depend on their correct running and progress. On the other hand, we must not forget that rural tourism is a community product and therefore not only businesses aimed at tourism are needed but also the local community capacities. (Spaey, Dofay and Stenmans, 2018)

Publicity is the main instrument used by Spanish businesses and institutions to make their strategies for the development of tourist destinations visible. For this reason publicity projected by the Administrations aims to enforce their brand image of the tourist destination by making it lasting and unique in contrast to their competitors. (LORA, 2005). As a result it is necessary to provide a favourable distribution and communication, making good use of the latest technologies and the introduction of quality systems.

2.14.1 Distribution

“Distribution” can be defined as a group of interdependent organisations implicated in the process of making a product or service available for its use or consumption. The main aim of this channel is to assure the correct quality and quantity of a tourist product in the right place and at the right time. (Alcañiz, Aulet and Simó, 2000) This leads to the following:

- **Tourist offices:** Their basic function is to publicise and to engage tourists. These offices are situated in the place of origin of the potential demanding market. They work using primarily publicity campaigns and promotional actions aiming to attract potential visitors. These entities must achieve two objectives; (Romero, 2014) firstly, to assist and support tourist businesses and Administrations regarding planning and secondly, to promote the destination, developing necessary IT material, resources and activities in the destination as well as the management of Plans of Excellence etc.
- **Reservation Centres** produce leaflets and market the rural tourist products in their area of activity both directly or through agents. (Garcia Henche, 2005)
- **Travel Agencies** are a decisive factor in the distribution of tourist services as agents, producers and assessors.
- **Tourist Accommodation** Not only do these businesses offer internal or direct products, they also aid to supply external services by helping to distribute and market activities that can be done in the surrounding areas (Alcañiz, Aulet and Simó, 2000).
- **Internet** According to a study by Avantur 2000, the internet provides an efficient and profitable supply of information, being able to reach millions of potential clients in the global market instantly. Promotion through the internet combines the possibility to reach the market as a whole with personalisation of the information. Among its many

uses, we can mention the importance of the strengthening of corporate image, the acknowledgment of the brand, publicity, public relations, corporate sponsoring, direct sales, promotion of sales, customer services and technical support. (AVANTUR, 2000).

A destination's website can provide its users with all of the basic information regarding local traditions, the weather, what to buy etc. Also, through links we can reach websites of other companies in the sector where we can find flight times, travel prices, opening times of the main attractions or latest offers etc. (AVANTUR, 2000). The destination's positioning in search engines is also essential, as well as the need to generate contents and an effective web design. Publicity on social networks, search engines and websites is fundamental to reach as many people as possible, as well as the creation of profiles on social networks and the use of those profiles.

We can also find other forms of distribution, for example events advertised through press releases, newsletters (Turespaña, Turismo Informa etc.) or familiarisation trips for tourist office workers to different accommodations etc. in which the aim is for them to get to know the destination in depth in order to sell it.

2.14.2 Sales promotion

A strategy for the sales promotion of a destination is always based on a brand whose image is the first message that must be transmitted and which must include its own values and characteristics. An adequate image of the destination is also necessary, the image that is established depends on its physical space and its environmental, economic and sociocultural characteristics.(Carballo Fuentes *et al.*, 2015). In the tourism sector, the main techniques used in promotion are:

- **Publicity** Differentiation requires the implementation of specifically designed publicity campaigns for regional media (local television, radio and press). This aims to publicise distinct products or events in prime potential markets by communicating the destination's products or events that make it unique (Mercedes Sánchez Requejo, 2014).
- **Leaflets:** They are one of the main tools for the promotion of a tourist destination acting as a representative resource. They serve as an instrument for distributors and as a reinforcement during sales. (Mercedes Sánchez Requejo, 2014).

- **Commercial fairs and exhibitions.** They serve as an opportunity of presentation and sometimes also for sales. They are recurrent and of a short duration and aim to present products to agents, promoters and customers. The entities that manage destinations normally participate in large, annual meetings and tourism fairs. Nowadays there are specialised fairs, which aim to promote a certain product such as rural tourism. (Alcañiz, Aulet and Simó, 2000)
- **Fam-trips and press trips:** They are a promotional instrument aimed at professional tourism workers, the intention being that they will subsequently be able to advocate the destination in magazines, digital newspapers, blogs, social networks or other means of communication. This results in the expansion of the tourist image of the region both nationally and internationally. (Grado, Vargas and Signes, 2018).
- **Tourism presentations:** They are directed to the media, the potential market for certain products, or directly to the general public in the case of street marketing for example. (Mercedes Sánchez Requejo, 2014).
- **Workshops:** Meetings between professional workers of the tourist industry where matters of common interest are discussed.(Castillo-Palacio, Marysol; Castaño-Molina, 2015).

2.15 The quality of a Tourist Destination

The commitment to quality and differentiation has become the major focus of strategies created by businesses and destinations. Tourist destinations are made up of urban, social and cultural structures that intend to achieve the best quality of life for the local residents. To obtain this, they must compete with other destinations by attracting as many visitors as possible, thereby creating economic, social and environmental growth, gaining all around satisfaction. Tourist destinations must offer an optimal quality and differentiation through its services, the objective being to attract more tourists and become leaders in the sector (Robles and López, 2009). To officially certify the quality of a product several European Certifications such as ISO, the Q for quality, or programmes of sustainable management, for example Biosphere Responsible Tourism, Earthcheck, AENOR, Certificate of Intelligent Destination.

3 Objectives and work methodology

3.1 Objectives

The main objective of this Project is to evaluate the weight of municipal management of tourism in localities located in territories with regional tourist management. With this in mind we will verify the following:

1. To what extent is it appropriate to use the regional management to aid local management, and how does the region's functions affect the destinations?
2. The degree of importance given to tourism by the localities regarding promotion, conservation of heritage, traditions, sustainability, development, quality...and the use of resources.
3. We will see what impact Associations have and how much they affect the locality in a positive manner.
4. We will gather suggestions following the analysis.

We have chosen to analyse and investigate the area of Gúdar - Javalambre as it is one of the most depopulated counties in Teruel, being the second province with less population in Spain, after Soria and with the lowest growth rate of the three provinces of Aragon. (Renau and Lozano, 2015). Despite this, it has been chosen as an object of this project due to having experience in this territory and believing that it is rich in heritage and resources making it a place of great potential regarding its use.

3.2 Methodology

To reach our objectives, we have used two parts. Firstly, the quantitative analysis, through the consideration of resources of each municipality and their management models, has obtained this information with secondary sources (websites, social networks...). This data has been gathered in a table which allows us to easily view the necessary information which permits a choice of the municipalities to investigate. Once these municipalities have been chosen we proceed to carry out the qualitative part which allows us to analyse first hand, the positions and attitudes of specialist workers from tourist offices and other professionals as well as the head of tourism in the municipality. We will also have a small interview with the person responsible of tourism management of the area.

After considering the information in the table (annex 1), the decision has been made to choose similar municipalities in terms of population, but that apparently utilise different models of tourism management. The chosen municipalities are: Rubielos de Mora and Sarrión, two of the most populated municipalities in the area where there is a clear difference regarding tourism, and San Agustín and Valbona, to localities that are close in distance, with similar resources but with a different model of promotion and use of these resources.

3.2.1 Interview

With the aim to conduct the qualitative method, we have previously analysed the different towns through their websites (except Valbona, who does not have its own), social networks and the area's website. Based on the gathered information, a series of questions have been formulated to obtain the required data for each locality. (Annex 2).

In first place we have interviewed the Tourism Technician of the area Gúdar Javalambre, once the necessary information was collected from her, we interviewed the Mayor via telephone call followed by the Tourist Office worker from Rubielos de Mora, the Tourism Technician from Sarrión and from Valbona and the Mayor of San Agustín.

3.2.2 Analysis

The area of Gúdar - Javalambre is limited on the South by the province of Valencia, on the East with Castellón and on the North with another area in Teruel, the "Maestrazgo" and lastly on the West by the Teruel Community. It is a mountainous area close to the Mediterranean coast, within the Iberian Mountain Range.

The area, Gúdar-Javalambre was constituted in 2001, through the Law regarding the area Structures of Aragón which configures the new local entity which it creates paying attention to its peculiarities and interests. This made the institutionalisation of the Gúdar-Javalambre area possible, as a supra-municipal entity, who must meet the requirements of management regarding public services and serve the decentralization of functions within the Province and the Regional Community adequately, bringing together this responsibility with its destinaries. (Comarca Gúdar Javalambre, 2019) This area was created due to the existence of ties between territories, its history, economy, society and culture and also thanks to its efficient management of services that are offered on a supra-national level.

The area is divided by the Mijares River, in two mountain ranges, Gúdar y la and Javalambre, who lend their names to this area. It is considered “*One of the areas richest in heritage and resources*” as it houses plenty of cultural heritage (castles, churches, and palaces.), natural landscapes, gastronomy (ham, truffles...) and civil and military history. It is also an ideal location for archaeological, ecological or sustainable tourism, astro-tourism, adventure and sporting activities such as cycle-touring, fishing or hiking among others.

The tourists that this area receives are primarily from the Valencian Community and the Teruel Province. This is mainly due to the fact that in less than 45 minutes we can reach this location from the main cities in these provinces, that is, Valencia and Teruel.

In this territory there are over 8095 inhabitants, spread over 24 rural municipalities, gifted with a rich natural and cultural heritage. These towns are: Abejuela, Albentosa, Alcalá de la Selva, Arcos de las Salinas, Cabra de Mora, Camarena de la Sierra, El Castellar, Formiche Alto, Fuentes de Rubielos, Gúdar, Linares de Mora, Manzanera, Mora de Rubielos, Mosqueruela, Noguerauelas, Olba, La Puebla de Valverde, Puertomingalvo, Rubielos de Mora, San Agustín, Sarrión, Torrijas, Valbona and Valdelinares.

The area deals with the management of tourism in the area in several aspects such as its promotion, outreach etc. as well as administrative tasks. These functions are taken care of by two professionals: one is in charge of general administration, interpretation of the local heritage, regulation of the rate of tourism, control of hostels, restaurants, residencies for tourist use etc. They also visit rural lodgings, restaurants, hostels etc. to assure that the set policies and objectives are being met, registrations or deregistration's, their names, management of travelling campsites etc. The second worker's functions include the handling the promotion through marketing campaigns using radio stations, websites, social networks, publicity, events such as mycology, astro-tourism, cultural and natural heritage, hiking and campaigns based on gastronomy.

In general “*we take care of the administration of subsidies given to us by the government, investing them proportionately in promotion, development, outreach, creation of leaflets, the area's website, the financing of promotional actions, the participation in projects and fairs both inside and out of the province, financing of*

tourist offices, the introduction of systems of quality, and the contact and advising of rural lodges, hotels, the promotion of activities promoted by the towns, activities regarding the enrichment of the “de enriquecimiento de la riqueza del cielo” ...” The aim of all of this is to favour all of the localities equally, investing money proportionately in each of them.

The **FITE** funding (Special investment funds for the province of Teruel) which finances the area, has helped with the necessary promotion and development of resources and activities *“currently, we have been working on astro-tourism, because Gúdar-Javalambre is the first territory in Aragón which has gained the Starlight Tourist Destination Certificate”*, this certificate has been granted to 23 of the 24 localities in the area by the Starlight Foundation. This certification is given with the objective of helping the conservation of the night time quality and the values associated to this regarding scientific, astronomical, cultural, and scenic reasons. Hence the creation of a system of signalling of viewpoints in the 24 towns of the area, as well as the signalling of routes and points of interest for the observation of stars, *“we have also invested in planetariums for town fairs to promote this type of tourism.”*

This new type of tourism in the area has been strengthened thanks to the creation of “Galáctica”, the interpretation centre of the Astrophysics Observatory of Javalambre (OAJ), currently operated and managed by the “Centro de Estudios de Física del Cosmos de Aragón” (CEFCA), a foundation of public interest created in 2008 to define and build the OAJ, as well as to carry out and promote its scientific exploitation. The OAJ is located in Arcos de las Salinas due to the excellent astronomical observation conditions that are had from this place since in 2017 it obtained the certification of Reserve by the Starlight Foundation ((CEFCA), 2019).

Galactica is a Centre for the Broadcasting and Practice of Astronomy promoted by the CEFCA, created with the objective of involving the public in astronomy, making semi-professional installations available, which are used for scientific, promotional, educational, cultural and environmental reasons. It is situated near the Astrophysics Observatory of Javalambre, the project has been developed to create well adapted programmes for the practice of Astronomy in different spheres; schools, colleges, universities, adults and enthusiasts. Consequently, the centre has adequate means to fulfill these purposes, with spaces for promotion, the realisation of workshops, courses,

students' work experience and internships and field work by the visitors. (CEFCA, 2019).

Currently, the area is:

“Strongly backing sporting tourism, especially due to its attractiveness for cyclists around the numerous ports that can be found in the area. This type of tourism has a multiplying effect because not only does it attract the cyclists but also their friends and families who take part in other types of activities. Due to this reason and thanks to the bicycle tour passing through the area this year we are expecting the appeal of numerous tourists for whom we are signalling and conditioning the cyclist ports. We are also supporting sustainable tourism, creating workdays for the awareness for entrepreneurs, as well as a provincial project for sustainable tourism. For this reason we must have a good communication with the Environment and Sport Department.”
(Interview 1)

In this area, the Gúdar Javalambre Tourism Association plays a very important role, created in 2011, this association is formed by tourism entrepreneurs of the area, with the objective of bringing them together to achieve the increase of tourist potential of the area. This Association promotes and informs of accommodations, activities, places to visit, things to do, events etc.

JALGUR is the Association for Rural Tourism in the area, it unites selected accommodations, from small towns that fulfil certain characteristics and places where different activities can unfold such as mountainous areas, snow, horse riding etc. Another similar Association is ATUSIG, which also picks accommodations in depopulated areas in the area.

“There are 35 distinguished establishments with the Tourist Quality Commitment in a Destination granted by the Spanish Integral System of Tourist Quality in Destinations S.I.C.T.E.D”. This is a system promoted by the State Secretary of Tourism in the Ministry of Industry, Tourism, Commerce and the Spanish Federation of Municipalities and Provinces. *“Whose objective is to achieve a consistent level of quality within the area”* All of these establishments have achieved a boost in terms of quality in their businesses or entities, getting to know their clients in more detail and increasing their perception of customer fidelity. They are also working on the

introduction of new businesses from different tourist sub sectors being able to work together to achieve the consolidation of the Gúdar Javalambre area as a tourist destination of quality. (Comarca Gúdar Javalambre, 2019)

After the analysis of the Gudar-Javalambre area, it is verified the important weight that it has touristically on the area. Since it is responsible for carrying out many tasks that would be difficult to control at the provincial level, finding a budget deficit for tourism. Next, the municipalities will be analyzed to see how this management favors.

A) Rubielos de Mora

This municipality is in the southeast area of Teruel, 52 km from this province and 113km from the city of Valencia. It currently has a population of 755 inhabitants, being the third most populated municipality in the area. There are many second residency or holiday homes in this area, which means the growth of the population in the summer season.

“Tourism is an important element especially regarding economical aspects as Rubielos is experiencing a period of growth over the past few years, experimenting a significant growth which leads us to have to offer tourist information both from the tourist office and online, for this reason we have a councillor of tourism who takes care of the organisation of events, the restoration of heritage, the creation of plans, tourist resources, guides etc.”(Interview 2).

Rubielos de Mora is one of the first towns that formed part of the network of “The Most Beautiful Towns in Spain”, an association whose main objective is the promotion, broadcasting, development and preservation of heritage of the towns that are included in the network. Its main objective of promotion is mostly done through their website, internet, press, and other means of communication. To obtain visibility for these towns, a Brand was created which aided the recognition of these destinations, supporting an image related to quality and also serves as a platform for the sharing of ideas and initiatives between its members with the intention of promoting the localities involved. *“Through this Project, Mora de Rubielos has obtained favourable results in Tourism, due to the collaboration between localities, creating routes or promotional event, for example. Also because this Brand image is a permanent indicator.”*

Apart from this, the houses and buildings in Rubielos de Mora made it possible for the town to be declared a historical-artistic site in 1980. The **cultural resources** in this municipality can be divided in categories: religious architecture, public civil architecture and private civil architecture. Most of these buildings are visible, have been restored and in many cases are inhabited. This is due to the creation of a model which was aimed at the recovery of the old part of the town, recovering and restoring the heritage.

“With the help of our neighbours to whom we transmitted the philosophy of awareness regarding their implication in the local heritage this leads to all of the habitable buildings and their façades being in good condition”. This type of heritage generates visits throughout the year attracted by the cultural tourism available, most of these visits are for day or weekend trips. (Interviews 2 and 3).

Rubielos de Mora also founded the Network of Municipalities for Quality of Life (Città Slow), in 2008 along with 4 other Spanish municipalities. These municipalities of less than 50 thousand inhabitants, are committed to reach a series of requirements, which are periodically verified, such as environmental policy, the use of local products or the quality of the hospitality. This association promotes activities that respect the natural, social and cultural environment, as well as the importance of the values of community life, this is to say, it promotes sustainable tourism with low environmental impact. Following this philosophy of work, the use of traditional and regional products and foods are promoted, where the ingredients are cultivated being respectful with the environment. The association also works to teach the values of the “Città slow” in schools and communities. Thanks to this movement, the craftsmanship of artisans regarding certain crafts such as pottery, blacksmiths, or fabrics is still preserved. That is why we still find 5 businesses in the municipality of this type.

This municipality stands out for having a variety of **landscapes**, this is thanks to the gorges of the rivers, Rubielos and Mijares, Muelas, various farmsteads, as well as the reservoir, Balagueras. Thanks to the Network of Hiking Trails managed and recently renovated by the area, there are different approved trails, both long and short, of varying difficulties. They are well signalled and accessible from the municipality, some examples are: Rubielos de Mora-Fuente La Peñuela-Olba ", " Rubielos de Mora -Ermita de Santa Bárbara" and "Rubielos de Mora-La Laguna ". *“This has driven many tourists*

to Rubielos in order to do these trekking routes while enjoying the scenery etc. in this case we can say that these tourists were attracted by nature tourism. The “Camino del Cid” stands out among these routes, it covers 8 provinces of Spain: Burgos, Soria, Guadalajara, Zaragoza, Teruel, Castellón, Valencia and Alicante. This route can be done on foot via hiking routes, biking or as a road trip. This cultural touristic itinerary follows the literary and historical traces of Rodrigo Díaz de Vivar, the “Cid Campeador”, (Caminodelcid.org, 2019).

Regarding **private services** we can find 12 accommodations which contain a total of 237 beds, spread through the municipality and its surroundings. With reference to restaurants, we can find 8, the majority offer traditional, local cuisine. These businesses are controlled by the area. We can also find different businesses for example those aimed at birdwatching or adventure sports, such as Aventuraactiva who offers climbing activities, horse riding, hiking routes etc. which give extra value to the municipality.

In terms of **public services**, Rubielos de Mora possesses a tourist office which is open all year “*We are in charge of guiding visits, statistics, and the calendar of programmed visits, routes and trails as well as the running of social networking profiles such as Facebook*” It has various public services for the local population such as a town hall, social services, public library, social centre, school, as well as a web page for the citizens with the possibility, of online administrative procedures and a bus service. There are two museums; firstly the Gonzalvo Museum, which was the former Carmen Convent and exhibits the works of José Gonzalvo Vives (1929-2010) and secondly the Salvador Victoria Museum, a monographic museum where a large part of the works of this artist dated from the 50s to the 90s, is housed.

Rubielos is home to the Ambarina Region, an educational centre which is an initiative founded by the Foundation of the Paleontological Site of Teruel-Dinópolis. This was created with help from the Government of Aragon, aiming to assess and generate contents, to do research and broadcast their findings, to assure the conservation of the heritage which is found regarding Palaeontology. Thanks to this Association educational centres were installed throughout the Teruel province, in places where fossils have been found, the main example being Dinopolis. For this reason we can find a centre in Rubielos dedicated to the remains of a Konservat-Lagerstätten, a fossilised

lake, one of few that exist in the world, which is in an excellent state of conservation. In this museum we can observe samples of amber, plants and insects, as well as numerous replicas of species. This way we can see how scientists analyse, classify and draw conclusions from the remains which are found. This centre succeeds in attracting numerous tourists, from varying backgrounds such as schools, families, or enthusiasts.

Through data obtained we can state that this municipality is 49 minutes away from Teruel, therefore, it is 4 minutes away from being considered an accessible destination. The time to get from the locality to Valencia is 1 hour and 20 minutes. The public transport which takes us to the municipality is a bus that links it with the train station of Venta del aire (16 km).

In order to deseasonalise the visits that the municipality receives in the Summer season, different **events** take place throughout the year such as the Easter Holy Week which was declared as a Festivity of Touristic Interest of Aragon, or the “Lights” in the month of January, which have been celebrated every year since the town was prized with the Ferrero Roché Prize in 2016, for being the most beautiful town in Spain. This festivity consists in the Christmas themed decoration of the town with all of the streets being lit up, this attracts many tourists. These two festivities as well as the patronal feasts such as the Exaltation of the Holy Cross, the Saint Roque and Rosario Virgin festivities, allow there to be less seasonality and the visits to be more spread out during the year. In July the “Quintos” are celebrated, a celebration which the youth of the town prepare. Since 1987, every August, a Medieval Fair takes place, taking the locality back to the 15th Century, *“it started with a bull managing to puto ut all of the lights of the circuit in which it ran, the festivities increased thanks to initiatives by the Town Hall, until a festivity with programmed activities and celebrations was created”* This fair serves as promotion of the local culture, of its artisans and customs, attracting thousands of visitors each year.

For the last 32 years, the bull ring of the municipality along with the Mora de Rubielos Castle hold the “Festival Puertas de Mediterráneo”. It is promoted by the Government of Aragon, the Provincial Council of Teruel and the local councils. It consists of musical events, dance and circus shows, chosen according to a criteria of quality, it serves to complete and boost tourism in these destinations in the summer.

In respect of the municipality's **website** *“the town council is currently working on the creation of a website solely focused on tourism.”*

As we previously assumed, Rubielos de Mora has an efficient management of tourism, without the need of great support from the region to adequately address its management and promotion. This municipality lives on tourism which means it is very involved in everything related to the matter, both in use of resources and in issues of promotion and publicity.

B) Sarrión

The town of Sarrión is currently home to 1,129 inhabitants, making it the second most populated municipality in the area, this does not necessarily mean that its management of Tourism is the best in the area as “we do not have the financial means to exploit our resources”. This town can be found 40 km away from Teruel and 107 km from Valencia. It is considered as *“one of the towns which has had more industrial success in the area”* thanks to its location, an industrial estate was created where meat processing factories have set up their businesses as well as wood or transport companies, these activities are supplemented by the main traditional industries such as agriculture and farming combined with the tourism sector.

The **cultural heritage** in this town is scarce as there are very few monuments which can be visited, the majority of them have been restored although not all of them are well maintained. The “Blood of Christ Chapel” was restored in 1995 by the workshop-school of Sarrión, as an events hall and educational centre for public use, such users include Associations like the Association of “joteros” (traditional dances) who rehearse here. The Chapel has a garden which is open to neighbours and tourists alike. The old Saint Bartolomé Convent of the 17th Century by mercenaries, it was used in the Civil War as a public school and currently it is used as the headquarters of several Associations, cultural centre and public library. Apart from these restored monuments aimed at public use, we can also find the Saint Peter Church, the Entrance of Teruel, which is declared as a Place of Cultural Interest, the Saint Roque Chapel and the House of the Monterdes.

“We were able to renovate, 20 years ago, the defensive fortifications of the Civil War, thanks to an initiative suggested by the local council, the Government of Aragon

and the European Union, these walls make up a route and currently are in need of intervention to maintain its state of preservation.” (Interview 4)

In reference to **natural heritage**, there is an abundance of springs for example, Abricuesta, the Enebro, or the Cautivo. Also, thanks to paths we can find the Green route of “Ojos negros”, in the “Hoz” canyon, with different natural attractions where there once was a mining route which stopped functioning in 1972 which has now become an alternative route for cyclists, hikers or horse riders. There are also excellently preserved ancient masses of holms and oaks, of which we must highlight the areas of “Mas Royo” and “Babor en el río Mijares” due to their natural beauty. Another area worthy of mention is the route through the remains of the Spanish Civil War (1936-1939), and its defensive positions, trenches, bunkers etc. As stated above, these remains need to be maintained and promoted, to visit, it is necessary to make an appointment. Due to the climatic conditions and the type of land in this area, it is known for the high cultivation of truffles.

Being the second most populated town in the area, it has good public services seeing as the main objective of the Sarrión council is the quality of life of its inhabitants, therefore making these services a priority, we can highlight also, public schools, libraries, sports centres, social services etc.

It also has a tourism office which is open only in the summer season which makes it difficult to get information on this municipality during other times of the year, since *“there is not enough founding from the council to maintain this office open throughout the year.”* The main bulk of tourism arrives during the summer months. For this reason, at this time of the year, a tourism professional is hired to inform and make routes for visitors and holidaymakers.

With the data obtained in table 1 we can observe that this locality can be considered an **accessible destination** from Teruel, as it is only 30 minutes away from the city and 1 hour and 11 minutes away from Valencia. It is therefore one of the closest municipalities regarding the time it takes to get there, it has a train and bus station that connects Teruel with Valencia and Zaragoza via various towns and villages. Sarrión also *“has an interpretation centre about the Battle of Sarrion, which recalls one of the most important areas in the war in this region, where we can find photos, letters etc.”*

Regarding **private entities**, we can find 75 hotel beds distributed in two hotels and a rural lodge. This area also has five restaurants where we can savour dishes made with local truffles.

Apart from the patron feasts which take place in September, we can also highlight the FITRUF, the monographic fair of truffles, founded in 2001 and with a duration of three days. It was a proposal of the local council in collaboration with other public administrations, financial entities and associations of the sector. This is due to the fact that this area is one of the places with the most optimal conditions in Europe for the cultivation of this precious fungus. For this reason:

“The promotion is aimed at the general public who is invited to increase their knowledge regarding this product, its conservation and its uses. With this in mind we arrange cooking courses, truffle cooking competitions, truffle search competitions, offers in restaurants that offer dishes cooked using truffles etc. By using these programmes we have increased participation every year, as have the exhibitors. We have created a specialised website for this event: <http://www.fitruf.es/es/programa>, here you can find the programme, activities, where to sleep, eat, registrations etc.”
(Interview 4)

In addition, every year, a series of conferences are organized for professionals, where seminars are held that are very popular and attract many experts from the sector.

As for the **website**, *“it is currently disabled due to insufficient finances”* therefore it has little information related to tourism, the only pages that do contain plenty of information and are regularly updated is that of FITRUF and also and that of the War Museum, where the museum information appears, as well as schedules , fees etc.

After analysing Sarrión, we can clearly draw the conclusion of lack of local involvement in tourism. As we have learnt from the council itself, there is an economic deficiency and a clear belief that Sarrión tourism should be managed by the area administration. This is why it is not given the necessary importance.

C) San Agustín

Is a municipality with 177 inhabitants which is found 91 km away from Valencia and 59 km from Teruel. This locality borders with the province of Castellón in The Valencian Region, for this reason it is the first town which we find as we enter the province via the A23 from Valencia. For this reason its website emphasizes the title “The doors of Aragón”.

The **cultural heritage** of San Agustín has been majorly restored thanks to subsidies granted by the Government, for this reason the majority of monuments are open to visits and are in good conditions such as the San Agustín Church from the 17th century, the San Agustín Chapel, the Loreto Chapel y the Peinares, recently restored, the fountain and ancient washing facilities, the tower stands out especially with its lighting. 3 km away from the municipality we can find the Pradas Castle, its Chapel and its bridge. The castle is dated around the year 1294 and considered a Place of Cultural Interest that forms part of the Cultural heritage of Aragon. *“It is currently in a state of ruin as it is private property, the council has a Project regarding the possibility of buying and restoring it but the owners are in disagreement.”*

In reference to the **natural heritage** we can find scenery in places that can be used for rest, among them we can highlight the Fuentes spring, where a picnic area has been installed, the Canaleta spring, the lookout at Peiros, where we can enjoy a panoramic view of the Mijares Valley and the Gudar mountain range, the Carrasca spring, the Abejas spring, the Pozo la Muela spring, the Ceriches and washing area, form a charming architectural ensemble. We must also mention the Mijares canyon where you can do climbing activities. Regarding hiking trails we can find two tracks, one of shorter trails, duly signposted, thanks to actions taken in the area, and also biking trails such as the “Caseríos” track which takes advantage of the villages in the area like “Loma de los Peiros” surrounded by centenarian oaks. On the other hand we have trails in the “Rebollar” area where we can find 6 types of trails through farmsteads.

Despite the few inhabitants that reside in the municipality, in terms of **public services**, there is a doctor's office and a public school. But the locality does not have any means of transport to access the town, the nearest bus and metro stations are located 5 kilometers away in Barracas. As for private services, the accommodations in San

Agustín together with its surrounding farmhouses, offer a total of 60 beds divided between 12 rural accommodations. Two restaurants complement this offer.

As in other municipalities, San Agustín has its patron saint **festivities** held at the end of August in honour of San Agustín and the Virgen of the Pradas, with typical events such as dances, bullfights and community meals. Standing out among the festivities is the “Matapuercos” where the slaughter of pigs is carried out and followed by the making of homemade sausages. Another significant festivity is the pilgrimage of Pradas which takes place 2 km from the town, in the Castle and the Pradas Chapel, celebrating their creation, it is celebrated on the nearest Sunday to the festivities. These consist in the pilgrimage, where religious acts are celebrated as well as a fair and festivals that attract neighbours of the town and the farmhouses, and inhabitants of the whole region.

Within this municipality we can highlight the *“urban centres, there are more than 30 neighbourhoods and villages”*. While nowadays some are totally depopulated, others are rehabilitated and habitable by containing rural houses and hotels, the majority of these homes are second residencies. In spite of this *“it would be necessary to rehabilitate the heritage found in some of these areas, such as the Peiros School, which is currently in ruins”*. Among these villages, Mas Blanco stands out, with the help of the association: *“Recatografias, we are very proud that they have chosen our municipality”* and thanks to the Project *“Putting the x on the map”* by this association, the rehabilitation of certain buildings in this municipality was achieved leading to the creation of tourism in the location.

Recatrotografias is an Association whose main objective is to carry out restoration projects in a sustainable way. It is currently carrying out the rehabilitation of Mas blanco, where only 3 people live permanently.

“The council of San Agustín and its inhabitants have given up various properties with the aim that this association rehabilitates them and will use them as a cultural and educational space and also as an interesting tourist resource for the locality: the school, the communal oven and the old teachers´ house, all of the buildings have been handed to them for 5 years”

In the old teachers' home a museum is being created "El Museo de las Masías y de la Memoria Rural". It is an open-air museum that shows what the life of the inhabitants of the farmsteads was like, the mountainous habitat of Teruel, as well as that of many other territories of Aragón, Valencia and Catalunya. This association does not receive any grants or subsidies from any private companies or administrations, therefore they finance themselves through the sale of products. The long term objective of this association is to create an ecovillage, inhabited by a community of people interested in community life, nature and self-sufficiency.

Thanks to this Project "*It has been possible to sell houses and rehabilitate the village*" increasing second residency tourism, which aims to bring back the families of the original inhabitants who had to leave to the large cities and who now possessed an unused home. By the restoration of these homes the image of the municipality has been improved.

They have also succeeded in the attraction of ethnic tourism, mainly due to the creation of the previously mentioned museum, which has attracted people who have experienced this lifestyle in the locality. Cultural tourism has also been generated, attracting people wishing to learn such as school or Universities. On the other hand they have been able to organise events of different natures, such as gastronomical events such as a communal oven cooking event where bread was bake traditionally, the recording of a music video, scout weekends, hiking routes or conferences.

In reference to the website of the locality, we find that it is mainly focused towards tourism. Its slogan is "Puerta de Aragón" or the "Door of Aragón" which is accompanied by an attractive photo, focusing on the stars and its main monuments, such as the Church and the illuminated tower at night, although:

"Currently the website is not in use by the council as it is concentrating mainly on its Facebook profile, for this reason we have employed a specialist who uses the social networking page to publicise events, activities, acts, programmes etc."

Throughout this analysis it has been possible to observe the positive repercussion that the associations can have on rural tourism. They are the main promotional and tourist motor of San Agustín. This locality involves itself as much as possible in the matter, although "there is not much heritage" they try to preserve and

maintain it in the best possible conditions, the area's aid is very important for this purpose.

D) Valbona

This municipality is 36.7 km away from Teruel and 114 km from Valencia. There is barely any information regarding this town on internet as it does not have a website. In terms of tourism, it is ran by the mayor and youth councilor together with an administrative assistant... It should be noted that hardly any information appears on the Internet, since it does not have a website, according to the mayor, he "does not have enough knowledge, but he is considering doing one for next year ". Therefore, there is currently no real management of tourism.

Even so, it is known for some cultural heritage such as an arc of the middle ages, the church of San Antonio Abbot and the Chapel of the Virgin of Loreto, both from the 16th century, "our heritage is very important, everything is restored and in good conditions"

As for the natural heritage, water is the most significant element since in its surroundings there are natural bathing spots such as the reservoir which is very important for the municipality because it is "an attraction for tourists as it has picnic area and in summer, kayak and paddlesurf activities take place here. These activities are promoted through a whatsapp broadcast group, in the Teruel newspaper and through propmoción of the company itself. It also has the natural site of Azud, a natural pool for bathing, it is a source of ferruginous and sodium waters which have therapeutic uses, it is little known and not very used by the local population. "Most tourists who visit Valbona come for the Camino del cid". Although the tourist that predominates is the type that "comes to the municipality because their origins are from here or they still have relatives here etc.They come to spend the day, weekends or they have second homes.here " Currently, the municipality is working on" changing the lighting to led lights to avoid light pollution "thanks to the certificate granted by Starlight".

The private services are quite interesting to highlight. In this municipality there are 2 restaurants and 174 places of accommodation spread over 4 hotels, this is due to the magnificent location that this municipality has, it is located between Rubielos de Mora and the ski slopes of Javalambre, "this makes a lot of people choose this hotels, especially on weekends and in the snow season."

Regarding the promotion, as we have said before, Valbona does not have a website, because its means of communication of news, events, etc., is through Facebook and a broadcasting group on Whatsapp, where the members " are all people of the town , we get news to them through this medium of communication ". Therefore, the only online promotion is through the region, and the newspaper of Teruel where they publish their events.

In this analysis we can observe how the local administration has a low knowledge regarding tourism management and promotion, since it depends only on the area. We have observed how little involvement the local council has on tourism.

4 General Analysis

After the local and regional analysis it is observed that the management of tourism in the area of Gúdar-Javalambre comes about from the area in itself as once the money is obtained from subsidies received from the government, they are in charge of distributing it, always trying to do it in the most equal way possible to benefit all the municipalities equally. This has led to the agreements by some localities whose thought is that the region must take charge of their own promotion, conservation and restoration of their heritage, but on the other hand this type of administration has sometimes created misunderstandings. The area is an important enclave for tourism, being of significant importance for those who have few economic resources to take steps towards improvement, or do not have sufficient knowledge to do so. This is to say that this administration affects the area in a positive way, reaching each municipality. Although we can mention a negative side to this model:

"We manage these issues by investing in small projects without being able to have a continuous development plan, this means that the heritage, resources, etc. cannot be fully developed" (Interview 1).

5 Conclusions

After the aforementioned, we can observe a clear differentiation regarding the vision and management of tourism in these four municipalities and the region in general. It is found that there is a great contrast between municipalities such as Sarrión

and Rubielos de Mora, with a similar population, but a very different attitude towards tourism.

Rubielos de Mora has always been involved in this matter, either through associations or events and also the transmission of this attitude towards its neighbours. On the other hand in Sarrión you can see how its main activity focuses on the conservation of the municipality, thinking firstly of its inhabitants and the development of other activities such as industry in their municipality, leaving tourism clearly in the background, as they believe it should be the region's responsibility. Regarding the other two municipalities, Valbona barely pays attention to tourism, while San Agustín gets involved as much as possible, being the association of Recatografias the generator of a new type of tourism in this town.

These differences can be found at a local, provincial or national level since not all municipalities are aware of what rural tourism implies. The development, promotion it brings about and the importance that this type of tourism can have in these areas, where it can be a great source of income hence improving their subsistence. Therefore, not all municipalities with similar resources give the same importance to tourism in terms of its promotion, conservation of heritage, traditions, sustainability, promotion, quality etc. With which we come to an unambiguously clear conclusion that for some municipalities with few inhabitants and scarce economic resources, the area administration is the only means of promotion and tourism management that they have. This proves that these measures are not enough as for other municipalities with greater resources and important means of support, these measures only help with administration.

Considering the above we can say that there is a great abandonment of these areas and little knowledge regarding the disappearance of heritage and historical sites that many of these municipalities have. This is partly due to the fact that the majority of people who live in these areas are elderly people, or people with few studies. To counteract these tendencies more and more associations are created aimed at the promotion, restoration, quality or conservation of these areas. Having seen the associations that have appeared in this project, we can see that they all favour the localities in one way or another. From the newest and smallest associations like Recatografias created by ordinary people, to large associations like "The most beautiful villages in Spain", known nationally and created by the councils themselves, with the

aim to keep these localities alive. Due to these reasons we can make an undeniable conclusion that associations are favourable for municipalities.

With all this in mind we can say that the area acts for the management and promotion of the municipalities, but it is the councils of these municipalities that have to have sufficient knowledge about tourism and have to vouch for this activity, getting involved in it one way or another. The councils are also in charge of transmitting the importance of the conservation of culture, resources and their values to the people.

As a final conclusion of the analysis we will quote the mayors of the municipalities of Rubielos or San Agustin: *“tourism could be the only way to revive these villages”* For this reason we can say that these areas that are becoming increasingly depopulated, and consequently need to be recognized and maintained, their areas, farmsteads, their heritage, people, traditions, gastronomy etc. As we have seen, the collaboration and involvement of the administrations, town councils, institutions and companies is needed, as well as the awareness of all of society.

6 Recommendations

After both quantitative and qualitative research and through personal interviews and observations of these areas and their peoples, I think it would be necessary to create a structured strategic plan at a area level with a projection of several years. This is due to the fact that an existing problem is that *“they change the initiatives with the changes of government so that no line is ever followed up”*. A possible plan could be the promotion of astro-tourism since it is clear that it is one of the best areas in the areato carry out this type of tourism and it has the necessary infrastructures and observation points. This type of tourism would lead to the increase of overnight stays as well as the realization of other types of tourism and activities such as gastronomy, folklore, festivities, hiking, mountaineering, cultural visits etc. The aim is to find a potential type of tourism that will enhance other activities, with the collaboration of the administrations and neighbours.

Also, on a personal level, I think it would be necessary to transmit these values to the councils and their municipalities by providing them with the necessary information and conveying the importance of this matter in their localities. It is also

necessary to aid them with the management of these matters, because most municipalities do not have a tourism department nor any specialized technician. It is just as important to promote and teach the need for transformation in these areas in educational centres, schools and universities. This could be done through real, hands on activities that help the development of these areas, as we have seen with Recartografias, an association composed of enthusiasts as well as students, who participated in the development of Más blanco. Perhaps it would be interesting and necessary to create more associations from these centres that could raise awareness and transmit the philosophy of these destinations with the aim to develop, and reform rural areas, using the tools of teaching, learning, participating and growing.

7 Bibliography

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8 Annexes

Table 1: Analysis municipalities Gúdar Area -Javalambre .

	Population	District plan	Web	Tourism office	Open	Accessibility		Places		Restaurants	Museums	Routes	Restored resources	Parties	Gastronomy	Associations
						Teruel	Valencia	Accommodation	Camping							
ABEJUELA	55	1	0	0		1 h 20	1h 18	25		1	0	1	1	1	0	0
TORRIJAS	57	1	0	0		53 min	1 h 33	19		1	0	1	1	0	0	0
EL CASTELLAR	64	0	0	0		37 min	1h 40	70		1	0	1	1	0	0	
GUDAR	77	0	1	1	weekends, holidays and summer	58 min	1h 49	166		2	0	1	1	1	2	1
CABRA DE MORA	79	0	0	0		46 min	1 h 32	22		1	0	1	1	1	0	0
ARCOS DE LAS SALINAS	105	1	0	0		1h 10	1 h 38	38		3	0	1	1	1	1	0
VALDELINARES	106	0	2	1	all year	1 h 26	1 h 57	102		4	1	2	1	1	1	1
FUENTES DE RUBIELOS	125	0	0	0		55 min	1 h 31	109		1	0	1	1	0	0	0
PUERTOMINGALVO	144	0	1	1	weekends, holidays and summer	1h 29	2 h 3 min	77		2	1	2	2	2	1	1
CAMARENA DE LA SIERRA	145	1	1	0		55 min	1 h 38 min	136	1300	4	0	1	1	1	0	0
FORMICHE ALTO	175	0	0	0		26 min	1h 33	18	1465	2	0	2	1	1	0	0
SAN AGUSTÍN	177	1	2	0		40 min	1h 05 min	60		2	1	2	1	1	0	1
VALBONA	211	0	0	0		29 min	1h 19 min	175		3	0	1	1	0	0	0
NOGUERUELAS	219	0	2	1	weekends, holidays and summer	50 min	1h 26 min	96	160	3	1	1	2	2	0	0
OLBA	249	1	2	0		49 min	1h 23 min	52		2	0	2	1	2	2	1
ALBENTOSA	290	1	1	1		40 min	1 h 12 min	138		3	0	1	1	2	0	0
LINARES DE MORA	296	0	2	1	all year	1h 11	1h 45	112		7	0	1	2	2	0	1
ALCALÁ DE LA SELVA	496	0	2	1	all year	45 min	1h 41	375	1232	11	0	2	2	2	2	0
LA PUEBLA DE VALVERDE	550	1	2	1	all year	19 min	1h 20	175		7		2	2	1	0	0
MANZANERA	554	1	1	1	all year	37 min	1h 19 min	262	1336	5	1	1	1	2	0	0
MOSQUERUELA	621	0	1	1	all year	1 h 23	1h 58 min	216		4	1	0	1	1	1	0
RUBIELOS DE MORA	755	0	1	1	all year	49 min	1h 20	237		8	4	2	2	2	1	1
SARRIÓN	1.129		1	1	summer	30 min	1h 12 min	75		5	1	1	2	2	1	0
MORA DE RUBIELOS	1.649	0	2	1	all year	35 min	1h 20 min	622		12	2	2	2	2	2	0

Source: self – elaboration

8.1 Table analysis

To observe the municipalities, a table has been created where the differences in tourism that exist in each of the municipalities are analysed, these are considered based on some parameters.

Population: This table has been put in order from lowest to highest. Abejuela is the municipality with the smallest population with a total of 55 inhabitants, at the other end is Mora de Rubielos with 1,649 inhabitants.

Tourism revitalisation: Plan of the Sierra de Javalambre: a programme created for 3 annuities (from 2005 to 2008) with the objective of intervening in the tourist development of the Gudar-Javalambre area, this plan is important to highlight because it helped to establish a development of the Collaboration Agreements actions with each municipality, with the purpose of creating a relationship model between local administrations that would be efficient and effective in the promotion of actions from the regional administration without coming into conflict with the competences that each municipality has on the administrative territory of its jurisdiction.

This plan was generated with the financing of several entities, state government, European funds (thanks to the boom in rural tourism), the importance of tourism through the associations, the valorisation of pathways, tourist signs, tourist information points, signalling, environments, the creation of digital screens. These aspects were achieved in both plans. Ten municipalities joined this plan (Abejuela, Albentosa, Arcos de las Salinas, Camarena de la Sierra, Manzanera, Olva, La puebla de Valverde, San Agustón, Sarrión and Torrijas)

Websites: this has been qualified through the investigation of the website of each municipality, grading both the image and the content in this way:

- 0 municipalities without a website (such as Abejuela, Valbona...).
- 1 municipality with a website, but it is focused on the citizen, highlighting its services for them, with telephone directories etc., in these websites you can see that tourism management through the website is not of primary importance (Gudar, Albentosa...)
- 2 points have been awarded to those municipalities where its website is totally focused on tourists, the main objective of the website being to show the municipality, its natural and cultural resources, etc. (Nogueruelas, San Agustín, Alcalá de la selva etc.)

Tourism offices. Whether or not they have tourist offices and when they remain open. In the entire region of Gudar-Javalabre there are 12 tourist offices, most are open throughout the year, except some that only open weekends, holidays or in summer. These municipalities are: Gudar where its tourist office opens only on weekends, holidays and in the summer as in Puertomingalvo and Nogueruelas, while the Sarrión office that only opens in the Summer season, Valderinares, Linares de Mora, Alcalá de la selva. The people of Valverde, Manzanera, Mosqueruela, Rubielos de Moray Mora de Rubielos, keep their offices open all year.

Accessibility. An accessible destination is considered one that is less than 45 minutes away from a city of more than 50,000 inhabitants. On this occasion it has been chosen to measure this distance from the two main issuers of tourism to these destinations, that is, Teruel and Valencia.

- For Teruel, those municipalities that are less than 45 minutes away have been highlighted in blue.
- Highlighted in red are those municipalities that exceed 1 hour of journey from this city, in order to have a clear vision of the distances.
- For Valencia, after exceeding the established 45 minutes, those who are less than 1 hour and 20 minutes from this city have been marked in blue, since everyone exceeds the time of the journey, and those exceeding 45 minutes have been marked in red.

Accommodation places: have been calculated by adding the available hotel beds, in rural tourism homes and places with tourist housing, consulting these on the website of the government of Aragon. The municipality with the fewest places is Formiche, that despite having 177 inhabitants only has 18 accommodation places, on the contrary we found the municipality of Mora de Rubielos with 622 accommodation places. In this section these 166 places have been highlighted, in the municipality of Gudar despite only having 77 inhabitants we can also highlight its places, the municipality of Valbona despite having no website and with 211 inhabitants, we found has 175 places, on the other hand we found that the municipality of Sarrión despite being the second most populous municipality with 1,129 inhabitants, we found only possesses 75 hotel beds.

Camping and their locations. Analysing this through the website of Aragón and noting the municipalities with campsites. We should mention that there is only one campsite for each of the 5 municipalities mentioned. Only 5 municipalities have a campsite, with the highest amount of places being in the municipality of Formiche alto with 465, in contrast to Noguera, which only has a campsite of 60. Other municipalities with campsites are: Camarena de la Sierra, Manzanera and Alcalá de la selva.

Restaurants appear in each municipality for this reason:

- Municipalities with less than 2 restaurants appear in red. There are 5 municipalities with 1 restaurant.
- The municipalities with more than 5 restaurants appear in blue. Being the locality of Rubielos the municipality with more restaurants, having 12.

Museums: The museums that are located in the municipalities are indicated. It can be seen that only 10 municipalities have museums or interpretation centres, highlighting Rubielos de Mora, which has 4.

Routes: The routes each municipality have are indicated, qualifying these as so:

- 0 do not have routes indicated on the website of the district or on the local website
- 1 indicated routes appear on the website of the region or the local website
- 2 numerous routes appear on the website of the region and on the local website

Restored resources: In this column, the restored resources of the destination are evaluated with a score (1, 2).

- 1, score given to those destinations with some restored resources, having a certain amount of resources that are not.
- 2, score given to destinations with the most resources restored.

Festivities, traditions and events: By scoring the localities we gain information regarding the festivities, the conservation of traditions as well as the events that take place in the municipality:

- 0 the parties, traditions or events that are celebrated are not indicated either on the municipality's website or on the area's website.
- 1 The parties, traditions and events that are celebrated feature on the local website and on the website of the region. In this case the municipalities with this score have few events or parties and these are not very promoted.
- 2 the parties, traditions and events that are celebrated appear clearly on the local website and on the website of the region. In these cases the municipalities with this score have several events or parties and have a certain amount of promotion.

Gastronomy: The level of promotion and conservation of the traditional gastronomy of the area appears through a scale, for this reason:

- 0, they do not possess traditional gastronomy or they don't promote it at a local or area level

- 1, they have traditional gastronomy and it appears in the local or area web page, but they do not do any type of promotion.
- 2, they have traditional gastronomy and it appears on the local or regional web page, and at the same time they promote it or carry out some type of related event.

Associations: This shows if associations exist or not in the municipalities, where 1 appears in the municipalities with associations related to tourism. We found 7 municipalities in Gudar - Javalambre with associations.

8.2 Interviews

A total of 6 interviews were conducted by telephone, to the mayors and / or tourism technicians, asking some structured questions for all the municipalities alike, varying them depending on each case, creating new ones or discarding others during the interview.

Regarding the **area**, 6 direct questions were structured, creating new ones during the interview. The main questions were:

- 1- How is tourism managed throughout the region? What is the promotion of the municipalities and the region like?
- 2- What was achieved with the regional revitalization plan?
- 3- Is there currently a plan to revitalize tourism?
- 4- Which municipalities are most involved with the region in matters of tourism?
- 5- Is there an event at area level related to tourism? Do you intend to do any?
- 6- Is priority is given when promoting, carrying out activities, rehabilitation, etc. to the municipalities that are most involved in tourism matters?
- 7- Is it intended to impose some new tourism activity, revitalisation plans, heritage rehabilitation plans, creation of new routes etc. at the area level in the future?

- Interview 1 AreaGúdar – Javalambre:

<https://drive.google.com/open?id=17x90d2CHGF5wEUTHC6bmgFnVvJUcA9rk>

For the **tourist office of Rubielos de Mora**, some structured questions that focused on tourism and heritage were also carried out, which also varied:

- 1- How is tourism managed through the tourism office? What do you take care of?

- 2- To what extent does the city council intervene in relation to tourism?
- 3- What type of tourist prevails? What does the tourist expect when visiting Rubielos de Mora?
- 4- When does Rubielos receive more tourists? Is there an event or offer to deseasonalize tourism?
- 5- Is there an adequate coordination between the tourist offices of the region?
- 6- How is the matter of promotion run through the tourist offices?
- 7- Is there a good offer of public services, complementary offer, accommodations, activity companies, routes, etc.? To what extent do you think it is necessary to invest more in tourism, for example in the creation of new routes, museums, accommodation, etc.?

- Interview 2 Tourism office Rubilelos de Mora:

<https://drive.google.com/open?id=1OkzI5SGpgtYD8tvcqkqhh9SZOfCi6LM>

The **general questions** for the municipalities are:

- 1- To what extent do the municipal authorities consider the importance of tourism?
- 2- How is tourism managed in ...? Is it given the importance it needs? What is the type of tourism you receive ...?
- 3- Through the web page of the region it has been verified that previously it was part of the Tourism Dynamization Plan of the Sierra de Javalambre, from 2005 to 2008 How did this affect the municipality? Was it possible to improve the heritage, as well as increase tourism in ...?
- 4- Are there currently any plans for revitalizations, events, etc. to promote tourism at a local or district level that affects the municipality?
- 5- What is the strategy that the municipality follows to attract tourists every year?
- 6- To what extent do you consider that investment in heritage conservation is necessary?
- 7- Does collaborate with any other nearby municipalities for the recreation of any activity related to tourism? Which one?
- 8- To what extent is it useful for from the region to manage tourist matters?
- 9- How is promoted? Is there any type of publicity or events held inside or out of the municipality?

10- Regarding the web page, who manages it?

- To what extent do you think it is necessary to invest in the website as well as social networks to attract tourists and to promote culture? Why?
- Does the city council think about investing more to better develop the website of, focusing more on tourism?

11- Is there or has there been any initiatives on the part of the locality to conserve, promote, promote the natural heritage of the area? What are they?

12- And finally, what is the image that wants to convey to tourists when they visit it?

The answers to these questions can be found in:

- Interview 3 Rubielos de Mora:

<https://drive.google.com/open?id=1uXPTD0XqCt7OwGxZNI0nR02gNVzO7wvk>

- Interview 4 Sarrión:

<https://drive.google.com/open?id=1CjsmuUGkIsEIgoWTm2M61iMAvyBT1P35>

- Interview 5 San Agustín:

<https://drive.google.com/open?id=1uNCWN2t1UbMUYoZB3322hG1IeA0NLIGd>

- Interview 6 Valbona:

<https://drive.google.com/open?id=1MFkQ8L8No5ruUapj-Db5Qnqfzq8t08sz>

- All interviews can be consulted in English and Spanish at the following link:

https://drive.google.com/open?id=1ORtPQ8V_xp9WBkG_IWaf2RD2PjUSHGhg