

TOURISM AND SUSTAINABLE DEVELOPMENT OF RURAL DESTINATIONS: A STAKEHOLDERS' VIEW¹

TURISMO E DESENVOLVIMENTO SUSTENTÁVEL DE DESTINOS RURAIS: UMA VISÃO DOS *STAKEHOLDERS*

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ABSTRACT/RESUMO

The topic of sustainable development has become an increasingly popular field of research since the late 1980s, as a result of the report *Our Common Future*, which suggests the satisfaction of the current generation's needs without affecting those of future generations. Rural tourism has been identified as potentially contributing to sustainable development, guaranteeing the satisfaction of all stakeholders, both from the demand and supply side, without jeopardizing natural, cultural and social resources. However, there is empirical evidence pointing at a relatively modest role of rural tourism as a development tool, with this potential depending on several factors. It is in this context that the present paper analyses the views of several stakeholders of rural tourism in the Portuguese schist village *Janeiro de Cima* (visitors, residents, private sector supply agents, and local and regional tourism planning entities), regarding the tourism phenomenon in the village and its implications on sustainable development. These views were obtained through a qualitative approach, in-

A temática do desenvolvimento sustentável aumentou a sua popularidade, como área de investigação, desde finais de 1980, em resultado da publicação do relatório *O Nosso Futuro Comum*, o qual sugere um modelo de desenvolvimento que satisfaça as necessidades das gerações atuais sem comprometer a capacidade das gerações futuras para satisfazerem as suas próprias necessidades. O turismo rural tem sido identificado como um tipo de turismo que poderá contribuir para o desenvolvimento sustentável dos destinos, garantindo a satisfação de todos os *stakeholders*, tanto do lado da procura como do lado da oferta, sem comprometer os recursos naturais, culturais e sociais dos destinos. No entanto, algumas evidências empíricas que têm sido publicadas revelam que o turismo rural, muitas vezes, tem um papel relativamente modesto como instrumento de desenvolvimento, em consequência de um conjunto de fatores. Neste contexto, este artigo analisa as perceções dos vários *stakeholders* (visitantes, residentes, agentes da oferta do setor privado e entidades responsáveis pelo planeamento do

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interviewing stakeholder groups, in the context of a larger three year research project, financed by FCT, analysing the overall rural tourism experience and its potential for sustainable tourism development at the village scale.

Keywords: Rural Tourism, Sustainable Development, Local Communities, Stakeholders, Schist Villages, Portugal

JEL Code: Q01, R58

1. INTRODUCTION

Tourism may be considered a development tool in which sustainable development principles should be used. Nowadays, after the publication of the Brundtland Commissions' report *Our Common Future* in 1987 (WCED, 1987), the idea of sustainability is widespread, also being transferred to tourism (Saarinen, 2006). However, for tourism to be sustainable, it needs to protect local culture, improve social and individual well-being, and preserve the environment (Choi & Sirakaya, 2005). Sustainability should be linked to all types and scales of tourism activities and environments (Butler, 1999; Saarinen, 2006), but it is not easy to implement sustainable tourism at the local level (Choi & Sirakaya, 2005). In many tourism destinations residents are excluded from decision making, there is absence of stakeholder collaboration, and there is external control over development by private operators or foreign investors (Choi & Sirakaya, 2006). Despite these difficulties, it is crucial to define tourism development strategies that contribute to sustainable development of tourism destinations.

Tourism and sustainable development in rural areas have been subject of a growing research interest (Ghaderi & Henderson, 2012; Lee, 2013). However, few studies use a multi-stakeholder approach to analyse the contribution of tourism to sustainable development of a rural tourism destination. In addition, in Portugal little research has been conducted in this domain. Therefore, the current study may help bridge this gap, discussing sustainability within the context of a village (*Janeiro de Cima*) located in the interior Central Region of Portugal. The research question is: does rural tourism contribute to sustainable destination development, guaranteeing the satisfaction of all stakeholders both from the demand and supply side, without jeopardizing natural, cultural and social resources?

The paper begins with a literature review concerning the role of tourism in sustainable destination development, considering the specificities of rural tourism, and the contributions of this tourism form to sustainable development

turismo a nível local e regional), de uma aldeia de xisto portuguesa (Janeiro de Cima) sobre a atividade turística na aldeia e as suas implicações no desenvolvimento sustentável. Os resultados apresentados neste artigo foram obtidos recorrendo a uma abordagem qualitativa, através de entrevistas ao diferentes *stakeholders*, no âmbito de um projeto de investigação financiado pela FCT, sobre a experiência global em turismo rural e as suas implicações para o desenvolvimento sustentável de destinos locais (aldeias).

Palavras-chave: Turismo Rural, Desenvolvimento Sustentável, Comunidades Locais, *Stakeholders*, Aldeias de Xisto, Portugal.

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of rural areas. This literature review is followed by a case study that, through a qualitative approach, identifies the views of diverse tourism stakeholders (visitors, public and private agents of supply and residents) concerning purchase behaviour, satisfaction, host-visitor interaction and perceptions of the tourism phenomenon and its implications on the village's development. The methodology and a description of the village under analysis are presented, as are findings and discussion of results. The paper ends with conclusions and implications about how to make tourism a sustainable development tool for rural areas.

2. TOURISM AND SUSTAINABLE DEVELOPMENT

The concept of sustainability emerged in the mid19th century as a response to problems produced by industrialization and urbanization (Choi & Sirakaya, 2005). Nowadays this view is considered a new development paradigm, dominating both political and academic discourse. The sustainable development approach substitutes the old development paradigm, focused only on economic growth, which proved to be socially inequitable and environmentally unsuitable.

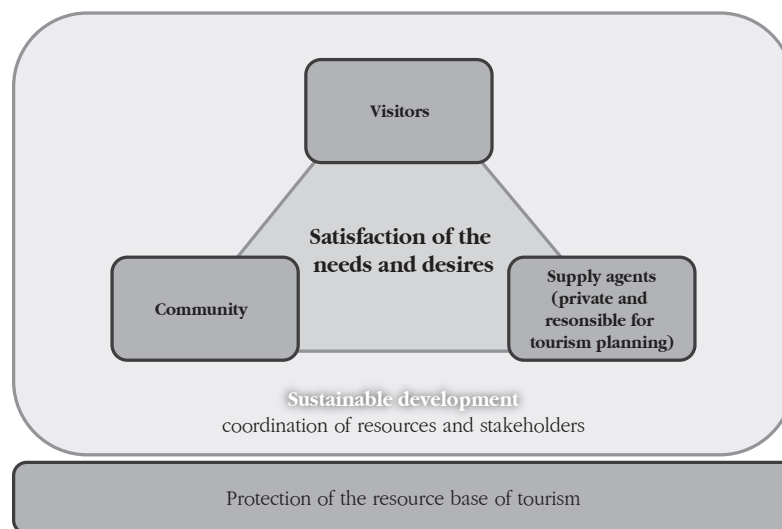
The World Commission on Environment and Development (WCED), in its report *Our Common Future*, defines sustainable development as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p. 43). This concept has been applied to several sectors, including tourism (Saarinen, 2006). The demand for more environmentally sensitive and sustainable practices in tourism grew quickly in the 1980s (Saarinen, 2006) as a result of increased knowledge about negative impacts of tourism and due to intensified environmental problems in general. However, the application of the concept in practical terms has not achieved maturity yet. In this field, most debates and studies have been presented at a theoretical rather than at a practical level (Butler, 1999; Choi & Sirakaya,

2005; Ko, 2005), making the development of practical policies and assessment models for measuring the impact of tourism on sustainable destination development crucial. The literature review on sustainable development reveals that this concept was initially mostly limited to the environmental and economic dimensions (Choi & Sirakaya, 2005). However, several researchers in this field (e.g. Butler, 1999; Choi & Sirakaya, 2005, 2006; Ko, 2005; Liu, 2003) show that this concept has a multidimensional nature, with the majority of the literature published on sustainable tourism focusing on four dimensions (economic, cultural, social and environmental). However, Choi and Sirakaya (2006) point at another two recently added dimensions, the technological and political.

For tourism to be a tool for sustainable destination development, it should improve the residents' quality of life;

stimulate the employment of locals compared to non-locals in tourism-related activities; optimize the local economic benefits; provide long-term economic linkages between destination communities and industries; consider the limits of environmental carrying capacity; protect natural and built heritage for present and future generations; minimize negative impacts of tourism; provide a high quality experience for visitors and socio-cultural well-being for destination communities –respecting social identity, enhancing social capital, local culture, social cohesion and pride (Choi & Sirakaya, 2006; Ko, 2005; Saarinen, 2006). In this line of thought, truly sustainable tourism development yields the satisfaction of the needs and desires of all stakeholders (visitors, private and public industry operators and host communities), as much as the protection of the resource base of tourism (natural and cultural) (Figure 1).

FIGURE 1. TOURISM AND SUSTAINABLE DEVELOPMENT: AN INTEGRATED APPROACH



Accordingly, all community stakeholders must assume their ethical responsibilities and should be involved at all levels of destination planning (Choi & Sirakaya, 2006). These requirements should be promoted independently of the type of tourism destination. However, particularly physically, culturally and economically fragile destinations, such as many peripheral rural areas, that have suffered from out-migration and consequent depopulation, need tourism development contributing to economic and socio-cultural revitalization, maintaining and enhancing its attractiveness and quality of life for an indefinite period of time.

3. RURAL TOURISM AND SUSTAINABLE DESTINATION DEVELOPMENT

Tourism in general, and particularly tourism in rural areas, has attracted growing interest of academics, tourism professionals, investors and politicians alike, due to its ap-

parent potential as a development tool for these, frequently economically weakened, areas.

One may define rural tourism as all types of tourism taking place in rural areas (OECD, 1994). Some authors suggest rural tourism to be a quite specific tourism product with some requiring the presence of agriculture as a core element (Cavaco, 1999). Others define rural tourism as opposed to mass and resort/urban forms of tourism (Lane, 1994; OCDE, 1994), characterized by features such as small scale, personalized contacts, the traditional character of service elements and environments, the presence of nature and agriculture and the existence of traditional social structures, reflected in a specific way of life, that tourists wish to discover and participate in.

The tourist market shows a growing interest in the countryside as a leisure space, providing open space for outdoor recreation, contact with nature and culture, socialization opportunities in a distinct environment, which is valued for its contrast to stressing city life, return to the ori-

gins and the authentic, often associated with some nostalgia of the “good old times” (Sims, 2009). Naturally, not all tourists visiting rural areas are the same, seeking the same kind of experiences (Kastenholz, 2004) and many experiences may be designed/lived in a space rich in distinct and varied endogenous natural and cultural resources. Correspondingly, Clemenson and Lane (1997) suggest that rural tourism consists of a series of niche activities within a larger niche activity (e.g. eco-tourism, farm tourism, sports tourism, food & wine tourism, cultural tourism), resulting in a complex, multi-faceted activity, marked by continuously increasing diversity (Lane, 2009).

Kastenholz, Carneiro, Marques & Lima (2012, p. 208) suggest that the rural tourist experience “must be understood as the overall experience of a large number and diversity of resources, attractions, services, people and environments, not all principally designed for tourist use, but all impact on the experience and are potentially sought by tourists and valued by them”. Specific features, like hospitality, traditions, culture and landscape constitute main ingredients of an experience lived and co-created by tourists, agents of supply and local population, and conditioned by its institutional framework. Tourists assume, in fact, an active role in defining their experience, initiating the process already when planning the trip, living it vividly on site and prolonging it overtime in their minds and social contacts (Knutson & Beck, 2004)

The population and agents of supply are undoubtedly important stakeholders shaping the tourist experience and simultaneously affected by it. Indeed, many of the core resources determining the competitiveness of a destination (Crouch & Ritchie, 1999), e.g. culture, traditions and hospitality, are deeply rooted and embodied in the host community. Getting to know the rural way of life and contacting with the local community are highly valued by many tourists (Kastenholz & Sparrer, 2009; Lane, 1994). Here, service providers shape the tourism experience, e.g. by designing the physical environment of service provision also through more intangible elements like responsiveness (Knutson & Beck, 2003). Also the local community plays an important active role in creating the tourism experience, making visitors feel (more or less) welcome, helping them “discover” and enjoy a more intense experience of these places (Pina & Delfa, 2005). For the population, on the other hand, the contact with tourists may mean cultural enrichment and dynamization of their social life; it may enhance their sense of identity, pride and self-esteem, making them value certain traditions, landscape and heritage features and even increase their social capital.

The involvement of host communities in the tourist experience and the tourism development process has been widely discussed. Indeed, being affected by tourism as much as affecting its development, residents should be given opportunities to participate in the planning process which Saxena, Clark, Oliver and Ibery (2007) demand particularly for the rural tourism context. These authors suggest the concept of “integrated rural tourism” yield-

ing sustainability as largely dependent on “endogeneity” – with tourism development based on the area’s resources and communities, who should be empowered and involved in the tourism development process. However, this empowerment rarely occurs in rural destinations (Ilbery, Saxena, & Kneafsey, 2007), and brief and superficial host-tourist interaction prevail in many tourism contexts (Eusébio & Carneiro, 2012).

In any case, rural tourism may play a significant role for the development of rural communities, both due to its economic impacts and potentially large multiplier effects, and due to the positive social and cultural impacts the interaction between tourists and inhabitants may cause. However, in many remote rural contexts, this positive impact on development is not so convincing, at least not in all its dimensions (Cavaco, 1999). In reality, the positive (and mainly economic) impacts of tourism (typically small-scale, family-based activities) on small rural communities are often limited to a few groups, not creating many new nor well paid jobs and not contributing to enhance the community’s overall quality of life. Furthermore, although tourism can contribute to enhance the population’s quality of life, it may also trigger negative impacts (Choi & Sirakaya, 2005).

4. EMPIRICAL STUDY

4.1. METHODOLOGY

In this paper, a case study approach was undertaken. Although not permitting the generalization of results, it is a useful approach for providing a deeper understanding of the perceptions of all stakeholders (visitors, residents, private sector supply agents, and public sector entities) concerning the contributions of tourism for sustainable development of rural destinations. These contributions were examined, based on an analysis of the stakeholders’ views of a schist village located in the Central Region of Portugal (*Janeiro de Cima*), concerning tourism impacts and satisfaction with tourism.

Data was collected through semi-structured interviews, conducted between December 2010 and August 2011 by trained interviewers (researchers of the ORTE Project). A total of 9 visitors, 11 residents, 7 local supply agents and 8 representatives of the local administration were interviewed. The most important characteristics of the interviewed stakeholders are summarized in Table 1.

Data was analysed using content analysis. Following Eisenhard’s (1989) recommendations, first all interviews were transcribed, followed by categorization and systematization of discourses, carried out by a group of researchers knowledgeable about the phenomenon. Further, the main issues of each respondent’s discourse concerning the here relevant themes, related with sustainable destination development (satisfaction, social interaction and tourism impacts), were identified and then a comparative analysis of the stakeholders’ views was undertaken.

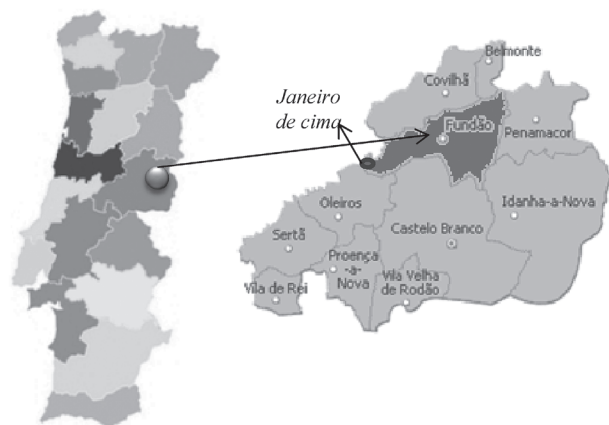
TABLE 1. SAMPLE PROFILE OF THE INTERVIEWED STAKEHOLDERS

Stakeholders	Characteristics
Visitors	mostly 30 years or older; generally travelling as a couple or with family (predominantly without children); high socio-economic status; living in cities (three were excursionists).
Local community	mostly aged between 20 and 59 years; female; married; medium education levels; professionally active.
Private sector supply agents	rural accommodation; handicraft shop/museum (Weavers' House); restaurant; bar; pub; two minimarkets.
Public and third sector planning agents	two representatives of the Municipality's tourism department; one representative of the team responsible for the village's restoration plan (architect); one representative of a local development association (<i>Pinus Verde</i>); two representatives of a regional tourism development association (ADXTUR); two representatives of the Regional Tourism Board (<i>Turismo Serra da Estrela</i>).

4.2. CHARACTERIZATION OF THE SCHIST VILLAGE OF JANEIRO DE CIMA

Janeiro de Cima is a small village with 306 inhabitants, located in the municipality of *Fundão*, in the Central Region of Portugal (Figure 2). It is situated in the vicinity of two important Portuguese mountain areas – *Serra da Estrela* and *Serra da Gardunha*.

FIGURE 2. LOCATION OF THE VILLAGE



Janeiro de Cima is a good example of a typical village of the country's hinterland, suffering from ageing population and demographic decline (Table 2). It offers limited employment opportunities for women (14% unemployment rate for women against 0% for men (INE, 2012). The local population is mostly employed in the tertiary and secondary sectors (especially in neighbouring towns), with some working in agriculture.

Since 2001, this village has been associated to the brand "Schist Villages", whose origins lie in a publically funded requalification program of 24 villages of Portugal's Central Region. The Schist Villages Network is a regional development project, promoted by ADXTUR — *Agência para o Desenvolvimento Turístico das Aldeias do Xisto*, yielding sustainable village development, based on the renovation and setting into value of traditional architecture, traditions, handicrafts and local products, as well as these resources'

use in the context of sustainable cultural and nature tourism. Nowadays, this network integrates 27 villages, from 21 municipalities of the Central Region and over 70 operators with businesses in this territory.

TABLE 2. BRIEF SOCIO-DEMOGRAPHIC PROFILE OF THE VILLAGE

Indicators	2001	2011
Resident population	352	306
Rate of population above 65 years	30.90%	39.6%
Rate of change of the resident population (1991-2001 2001-2011)	-20.3%	-13.07%
Illiteracy rate	19.14%	14.69%
Unemployment rate	7.6%	6.9%

Source: INE, 2012.

4.3. STAKEHOLDERS' VIEW ON TOURISM AND SUSTAINABLE DEVELOPMENT

4.3.1. THE VIEW OF THE VISITORS

Several researchers agree that without guaranteeing the satisfaction of visitors, the long-term economic feasibility of a tourism destination is impossible (Butler, 1999; Choi & Sirakaya, 2006; Saarinen, 2006). All the visitors interviewed within the scope of this research mentioned that they really liked the village. One visitor stated "*I really liked, loved it. I promise to return.*". Others stated "*I feel so good here, I do not want to leave*". The place, with its natural beauty and rich cultural heritage, and the local people, with their values and customs, were the two elements most mentioned by the visitors affecting their level of satisfaction: "*I like [it] a lot. It is a nice place with nice people*". In this context, visitors interact frequently, both with tourism supply agents and with the local community, mainly for information exchange.

Visitors consider the interactions with residents very important and pleasant. One visitor highlights that "*local people have a very important knowledge, which comes from their relationship with nature*", another one states that the "*interaction with people living in the territory leaves*

a strong impression". Thus, visitors report long conversations with some residents about their lives or concerning specific characteristics of the village, such as what kind of products are produced and what kind of techniques are used to cultivate the land. Visitors appreciate the local hospitality and perceive it as one of the most distinctive elements of the village. One visitor remarked that "*it is the [real] Portugal that is still here... perfectly genuine*". For most visitors, the residents are friendly, helpful, hospitable, welcoming. They provide relevant information, allowing a better exploration of the village and, in some cases, identifying other places and attractions to visit, recreational activities to engage in and typical products to buy, significantly enriching their visit (Kastenholz, Eusébio, Carneiro & Figueiredo, 2013).

Only very few visitors mentioned constraints related with the interaction with local people, referring to some residents being more accessible to communicate with visitors than others. However, when the visitors stay in the village a longer period of time, the interaction is more frequent, allowing the development of deeper relationships with the residents.

The majority of the visitors bought local products (e.g. linen handicrafts, wine, cheese, honey and jam). This has a positive impact on the village's economy, stimulating local activities. Visitors appreciate local products "*because they are typical and this makes all the difference*". However, in the village there are several products, mainly farm products, whose commercialization to visitors should be stimulated so as to increase the economic benefits of tourism. For this purpose, tourism supply agents should help integrate more these local farm products into their offers.

4.3.2. THE VIEW OF PRIVATE SECTOR TOURISM SUPPLY AGENTS

Usually, private sector agents interact frequently with visitors and appreciate these interactions. However, for some, the interaction is rare, occurring when visitors ask for information. Nonetheless, when the contact occurs, these agents make sure to have a meaningful interaction: "*When they [visitors] come here I ask where they come from, whether they are enjoying or not... And they like it, that's why I say those who come, in general, like to talk about everything, the village has to offer, and some also seek some stories...*". These agents perceive local hospitality as an important element to attract visitors. They consider that visitors are looking for and enjoy interacting with the local community, being interested in the attractions, but also in the population's way of life.

Opinions about the impacts of tourism are unanimously positive. The most mentioned ones are related with the economic and demographic revitalization of the village, namely in job creation; dynamization of commercial and other service activities; population settlement; revitalization of local products; and prevention of social isolation. In the opinion of these agents, agriculture also benefits from tourism,

however its impacts are limited due to legal constraints (local producers cannot sell their products directly to visitors). Tourism activities are seasonal registering an increase on weekends and especially in the summer, leading to more income, but also to an unusual workload. The uneven distribution of visitors makes it difficult to manage the fix costs during the low season, when the flow of visitors is low.

Generally speaking, as private sector agents, they recognize mostly the economic impacts of tourism, being very satisfied with the benefits obtained from this activity. However, they also perceive tourism as an activity that brings positive social changes to the village. As one stakeholder mentions: "*It is very evident that the local people, regardless the fact of having an economic activity or not, benefit from visitors: either it is the supermarket owner that welcomes them and, therefore, sells products, or the older people passing by on the street, alone... it appears that visitors like to talk with them, and they tell stories about the village. This happens a lot, and there are many people who come here exactly looking for this, to have an experience in the village, a basic and simple one: listen to a story, or let their children touch the animals that are nearby, and the kids end up interested in the animals. So, there is all this exchange, which is not only about selling physical goods, but also about experiences related with the village's way of living.*"

Despite the positive contribution that tourism can bring to the community and local businesses, these stakeholders believe that they should have a say in the tourism development process of the village. They feel somehow excluded from the decision making process. They tend to use informal channels to exchange information and participate in the decision making process.

4.3.3. THE VIEW OF ENTITIES RESPONSIBLE FOR THE VILLAGE'S TOURISM PLANNING

The views of the public agents and third sector entities responsible for the village's tourism planning and development regarding tourism impacts are very similar to those of private stakeholders, considering tourism a driver of local development, and a complement to other economic activities, but also as a form of valorisation and promotion of endogenous resources and local products. It can contribute to the creation of a composite product and the reinforcement of innovation, entrepreneurship and business culture; promote scale and global network integration for internationalization; preserve the village's authenticity and resources; engender a greater sense of pride and local identity; and stimulate local production.

These stakeholders do not interact directly with the visitors, thus not contributing directly to their visit experience. They are, however, responsible for strategies and actions that affect tourism development in the village and, ultimately, the overall tourist experience. "*We were the first municipality in the country to have a PITER [Regional Tourism Policy Program Anchored on Private Sector Investment] approved, with the idea of creating a territorial park, not a*

theme park, not a golf course, but a territorial park. In my opinion, that was a well-defined strategy, based on nature-based tourism and touring. Tourism is regarded as a process, but also as a goal in itself, that can influence and be influenced by demand and supply indicators, but also by public policy. For instance, the viewpoint on resource revitalization, namely the classification of historic centers, and the tourist animation has a strong implication on the consistency of tourism products. We have themed fairs and festivities that often accompany the agricultural calendar, where we work the symbolic elements. In this sense, tourism, while a process of upgrading resources as a factor of attractiveness, is clearly regarded as very important for us."

Some of these entities, especially the local ones, have closer links with private stakeholders and the population. These close relationships are important to gain trust, which is especially accomplished through community meetings. There is a clear investment made by some supra-municipal/regional entities in building a community spirit and network relationships, to engage the local community (residents and private stakeholders) in the development process, namely using participation methodologies of Local Agenda 21.

4.3.4. THE VIEW OF THE LOCAL COMMUNITY

Residents are very pleased with tourism in the village, and are willing to attract more visitors and encourage the emergence of new tourist activities. They tend to view tourism as a positive activity that has contributed to the revitalization of the village, therefore being in favour of tourism development. Residents suggest the creation of recreational activities and the improvement of commercial and other services to make tourists stay longer. However, some residents feel excluded from the decision making process, while sustainable tourism development should imply the involvement of all stakeholders, being crucial to stimulate the participation of residents in the tourism development process. The residents interviewed revealed preferences for informal channels for information exchange and participation in decision making.

Opinions about the impacts of tourism on the village are consensual: tourism contributes to development. Several residents pointed out the economic benefits – employment generation, revitalization of traditional activities and creation of new businesses. However, farmers do not benefit from selling directly their products to visitors. For residents, commercial establishments are the main beneficiaries from tourism, in many cases, through the sale of typical products (e.g. linen handicrafts, wine, cheese, honey and jam).

Most residents refer that tourism had a crucial role in the rehabilitation of the architectural heritage and in the revitalization of public spaces. *"Before tourism development, most of the village's houses were becoming degraded, tourism contributed to their rehabilitation"*. In addition, tourism development has contributed to local people feeling proud of their tangible and intangible heritage, increasing the community's self-esteem: *"people begin to be more aware*

that they had something of value". Residents also highlight the role of tourism in social dynamics and cultural learning opportunities. One resident remarked: *"the village is more alive with visitors, and the arrival of other people in the village is a breath of fresh air"*. This enthusiasm may be related with the stage of tourism development in this village, tourism activities being relatively recent in *Janeiro de Cima*, and, therefore, generating positive expectations towards tourism activities and visitors (Kastenholz *et al.*, 2013).

Residents interact with visitors and enjoy interacting with them, although sometimes there are communication difficulties. These interactions are frequently motivated by visitors, searching information about the village's cultural and natural attractions. However, the interactions are also very appreciated by residents, being a means of reducing loneliness, mainly for older people. Additionally, the population perceives local hospitality as one of the most distinctive elements of the village. As one resident points out, *"a visitor likes to be welcomed, if he does not feel welcome he probably will not return"*.

5. CONCLUSIONS AND IMPLICATIONS

For tourism planners and local supply agents, tourism is the main driver for local development. The population is less enthusiastic, perceiving an unbalanced distribution of economic benefits, however recognizing a more dynamic social life. However, all local destination stakeholders understand that the village could improve its tourism appeal, especially if making better use of endogenous resources and local products.

Planning agents stress the potential of tourism for enhancing sustainable development. They suggest tourism supply based on endogenous products and provided by networks, which is, however, difficult to achieve due to inertness of local agents, aged population and excessive individualism. In addition, tourism supply agents identify population decline, bureaucracy and restrictive laws (especially for food production) as constraints for improving tourism supply. Local destination stakeholders understand that tourists seek opportunities to relax and get away from the confusion of urban life and look for "genuineness" (e.g. family-like, close relations within the local community), confirming results of other studies on the rural tourist market (Kastenholz & Sparrer, 2009), however not really understanding the variety of tourist motivations (Lane, 2009). The population perceives local hospitality as one of the most distinctive elements of the village, which is, indeed, valued by tourists.

All agree that the most relevant attractive features of the village are its scenic beauty, restoration and its people, with its integration into the network of "Schist Villages" also recognized as important. Tourists, additionally, refer to curiosity, novelty-seeking and the desire of different experiences as (push) motives to visit the village.

It seems that tourism contributes to sustainable development of the village, in terms of enhancement of an en-

riched social life, reduction of the community's isolation and by contributing to a stimulation of local production and businesses, i.e. to local economic development. All this is reflected by a high degree of satisfaction among all stakeholders regarding the tourism phenomenon in the village. One may conclude that tourism is perceived as impacting positively on the economic, social, cultural and technological context (through the introduction of e-business approaches), indirectly on political structures (due to increased self-esteem and social capital) and, however not so evident, on the environment (through the setting into value of the village scenery and recognition of the value of nature). In sum, positive impacts are apparently recognized regarding all six dimensions of sustainability, suggested by Choi and Sirakaya (2006).

However, the community and supply agents are apparently not very much involved in the tourism planning process, although showing interest in getting involved, but in rather informal ways. Planning agents are also interested in this participation, trying to enhance it. They stress the potential of tourism for enhancing sustainable development; suggesting tourism supply based on endogenous products, provided by networks, which may also permit a better position for attracting international visitors (Cai, 2002).

The population suggests improved commercial and other services, the organization of recreational, cultural and sports activities, enlarged opening hours of services and attractions. They also suggest a better integration of agriculture production in the tourism supply, which should, in fact, increase the activity's multiplier effect.

It seems that all admit that things should be changed and identify ways to do so, however not always coinciding with their views on the real obstacles and potentials. A better communication amongst all seems necessary to find a common ground for successful and integrative tourism development involving all relevant stakeholders, as well as most attractive and distinctive destination resources (Kastenholz *et al.*, 2012, Saxena *et al.*, 2007).

It must be recognized that the here presented results are of an exploratory type and would benefit from additional quantitative data analysis. This is, in fact, in course and will be most important for a better understanding of statistically relevant differences between stakeholder groups. It would also be interesting to undertake similar research in other villages with eventually different tourism development, since these very positive views may be due to the initial stage of development, characteristic of tourism in the Janeiro de Cima village (Kastenholz *et al.*, 2013). Also the real network dynamics deserve a more profound analysis and may reveal insights into how to achieve improved integration of most interested stakeholders. In any case, many relevant issues could be identified, gaps between stakeholder views assessed, but also common views observed, being an interesting starting point for both, additional research and the introduction of destination management approaches that may enhance the village's destination success and sustainable development.

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