

# FARM TOURISM AND RURAL DEVELOPMENT. A SUCCESSFUL COMBINATION? A LOCAL EXPERIENCE\*

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## 1. Introduction

Most people consider the territory as a substratum almost inert and inorganic, as a simple stage for communities and human activities. Actually a territory as a region, is a whole and an organic structure with human and physical elements; one acts on the other (Bissanti, 1978).

The knowledge of availability of landscape resources (landscape as a combination between human and physical tracts that bestows to a territory typical features), affects, for example, the economic and social development of a community but the use of resources depends on that development. The different distribution of men and their activities on space have a precise functionality and a particular aim: to emphasise resources and territories.

Tourism is one of those activities that use and waste the territory; it, always, needs new and uncontaminated spaces. At the same time it reproduces processes of urbanisation and thus typical features of places become less evident.

An often notable change derives from territorial potentialities, whose consequence is that "space is not only visited; but it is also organized (remodelled, restructured) and also consumed" (Lozato-Giotart, 1999, p.20).

There are three big areas in which changes take place:

- life style and welfare of host community (probably a loss of cultural heritage occurs);
- functional, productive and assimilative power of ecological system;
- nature, with a change of the ecosystem.

Careful tourism planning imbued with the principles of sustainable development, should prevent or restrict the pollution of sites made fragile by an excessive tourist crowd. The sustainable development of tourism, instead, means to preserve the "diversity" in local culture and places.

Moreover, change in use of soil, different migratory dynamics and economic, social, environmental impact caused by new tourism forms and outdoor recreation, have increased general interest towards rural tourism. Among the different kinds of rural tourism there is farm tourism whose importance is increasing in Italy. In 2001 farms involved in tourism have increased of 2% with regards to the previous year; number of rooms of 12%; arrivals have been almost three million, more than 18% of the previous year.

Two territorial quality components are very important: the first one is the infrastructural and material component (environmental elements, natural resources, public and private structures, infrastructures); the second is the immaterial component, or capacity of men to emphasize present resources.

The Italian experience demonstrates the importance of territorial quality for rural tourism success. To reach a greater performance of farm tourism (and generally of rural tourism), a strategy is necessary, based on valorisation of regional heritage as environmental, cultural, artistic, historical wealth and agricultural traditional products.

In other words is necessary to emphasize the relationship between agriculture and tourism, considering it as a strategic factor in economic development of an area.

The aim of this paper will be to analyse positive and negative effects of farm tourism activity on a part of Apulia and in particular in the Province of Bari.

Research has these ends:

- to verify if rural communities have been involved in tourism development process;

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- to verify if those communities have kept their traditions and values so as to be known by tourists. So it's be important to verify maintenance, for example, of: traditional architectural style, local language use, gastronomy, hand-manufactured goods, and to verify the maintenance of cultural identity and the inclusion or exclusion of rural communities in the economic development process or the diffusion of standardized life styles.

## **2. Rural tourism as opportunity for economic development**

The actual international tourism complexity (diversification, sophistication, globalisation) sets new problems and consequently, a new tourism management is required. Besides, considering that tourist phenomenon has reached remarkable dimensions in the past few years, and presumably this trend will continue in the future, it is necessary to set greater attention on the impact that it has already determined on the geographical environment (physical, economic and social), with the purpose to prevent irreparable further damage (Hunter, 1997). Tourism can be considered an important sector of the economy; it favours both development processes of local economic and the improving of depressed areas, but also maintenance of tourist destination natural resources. It is necessary, therefore, to analyse the relationship between tourism and environment; the latter understood not only as natural environment, but also as a social, economic and cultural system (Dewailly and Flament, 1996). Since the World Earth Conference held in Rio de Janeiro in 1992, tourist development sustainability has become an important matter. According to common opinion, tourist sustainability can be reached only through a widened social control, and shared opinion that tourism must respect physical and social environment in which is developed.

During the last few years many politics has tried to reduce tourism pressure, but the efforts have been inefficacious. Promotion of alternative kinds of tourism as rural tourism is one of the measures proposed to limit damage of an excessive "tourisation" of those place-destination of notable tourist flows. The aims are several; for example one is the decrease of tourist pressure on most greater centres, another is to favour the knowledge and diffusion of different environments (Innocenti, 1999). According to expectations a greater market segmentation will interest alternative tourism which will determine the success of alternative tourisms niches with a strong territorial characterization.

Sustainable rural tourism is a form of rural territory fruition that emphasize environmental and cultural characteristics normally synthesized with "cultural heritage".

Sustainable tourism in the rural areas based on the local heritage is, therefore, tied up so to natural ecosystems and to local communities typical aspects as: artistic heritage, craftsmanship, wine and gastronomic tradition and, in general, to the local material culture. The local heritage fruition is not immediate as instead are traditional tourism forms (sea, mountain); it, needs to be identified in space and this can be realized only with an opportune interaction between local actors and the guests.

Rural tourism international examples, according to sustainable development principles, are many; for example: "Pibija Lodge: Conservation and Community development through ecotourism Project" in Colombia; "Rural Tourism in Gmina Muszyna: Development of new and existing trails, rest areas and sign posting system" in Poland; "Rural hosting system in the Cserhát region" in Hungary (WTO, 2001). All the examples demonstrate the beginning of new politics for rural development and preservation of rural landscape and environment, especially in European backward areas. These politics have considered changes in ground use, new migratory dynamics and economic, social and environmental impact produced by new tourism forms and recreational open air activities (Trono, 1995).

Considering that a quarter of the population and 80% of the whole territory are in European Community rural areas, the European Conference on Rural Development held in Cork in 1996, has considered that agriculture development, economic diversification, natural resources management, culture tourism, recreational activities promotion, shall be all included in rural development future politics. Furthermore rural development politics inspired to sustainability principles is followed; the aim is to preserve rural landscape quality and create necessary conditions to avoid rural exodus, exploiting environmental resources and diversifying economic activities.

### 3. The relationship between tourism and agriculture

For over a century, the powerful trends of industrialization and urbanization have steadily altered the economic and political position of rural society. In the last 40 years those trends have intensified. Farm incomes have fallen in real terms. Technological changes have joined with falling incomes reducing agricultural employment. In response, the provision of rural service has diminished: schools, shops, churches, professional services and transports facilities have all declined in numbers and in underlying vitality. Typically, rural populations have aged and become fewer on the whole. Throughout the world, local, regional and central government agencies have intervened to address these issues, with various degrees of success.

In recent years, the rural world has seen new challenges. Nature and landscape conservation is increasingly regarded as important. Historic buildings and “traditional” rural societies are receiving more attention. In some more accessible rural regions, there has been an influx of the population; a trend known as counter-urbanisation. But for most parts of the countryside, rural decline issues remain important (OECD, 1994).

Can the power of the potential growth of tourism be harnessed to pull rural regions out of decline? Will rural tourism provide sufficient employment, income and capital flows to materially assist rural development? Could there be drawbacks to tourism development in the countryside? Should governments and communities intervene to assist or guide tourism development? There’s no sure answer but only a fact is now certain: rural tourism is increasing and it’s very probable that this trend will not stop.

Rural tourism is not totally new. Interest in countryside recreation grew in the nineteenth century as a recreation to the stress and squalor of the expanding industrial cities.

Currently rural tourism development involves a vast number of visitors; but growth in rural tourism is difficult to quantify, because few countries collect statistics in a way which separates purely rural tourism from other forms of tourism.

What is rural tourism? We can answer simply by saying that rural tourism is tourism which takes place in the countryside. But a simple definition of rural tourism is inadequate for many purposes; for example it’s very difficult to furnish a definition which applies to all rural areas in all countries. Then:

- urban or resort-based tourism is not confined to urban areas, but spills out into rural areas;
- rural areas themselves are difficult to define, and the criteria used by different nations are enormous;
- not all tourism which takes place in rural areas is strictly “rural”, it can be “urban” in form, and merely be located in a rural area;
- different forms of rural tourism have developed in different regions; farm tourism, for example, is very important in Italy, Germany and Austria. Farm tourism is much rarer in the rural United States and Canada;
- rural areas themselves are in a complex process of change. The impact of global markets, telecommunication have changed market conditions and orientations for traditional products. The rise of environmentalism has led to increasing control by “outsiders” over land use and resources development. Although some rural areas still experience depopulation, others are experiencing an inflow of retired people or developing new “non-traditional” businesses.
- Rural tourism is a complex multi-faced activity; it is not only farm tourism although it remains very important. Rural tourism comprises special interest nature holidays and ecotourism, walking, climbing, hunting, adventure, sport and health tourism, educational travelling, arts and heritage tourism and, in some areas, ethnic tourism.

However, in most cases rurality is the central point in the rural tourism package.

It has been argued frequently that rurality as a concept is connected with low population densities and open space, small scale settlements, generally of fewer than 10.000 inhabitants. Land use is dominated by farming, forestry and natural areas. Government policies lean towards conservation rather than radical or rapid change.

It follows, therefore, that rural tourism should be:

- located in rural areas;

- functionally rural, built upon the special features of the rural world: small scale enterprise, open space, contact with nature and the natural world, heritage and cultural identity maintenance;

- sustainable in the sense that its development should help sustain the special rural character of an area, and in the sense that its development should be sustainable in its use of resources. Rural tourism should be seen as a potential tool for conservation and sustainability, rather than as an urbanizing and development tool.

Different and some time contrasting features between urban/resort tourism and rural tourism are shown in tab. n. 1.

#### 4. Farm tourism in Italy

In the last decades the rural areas have sustained deep transformations that have produced a substantial change of their traditional economic-social structure.

Tab. n. 1. Different features between urban/resort tourism and rural tourism

URBAN/RESORT TOURISM	RURAL TOURISM
Little open space	Much open space
Settlements over 10.000	Settlements under 10.000
Densely populated	Sparsely populated
Built environment	Natural environment
Many indoor activities	Many outdoor activities
Infrastructure intensive	Infrastructure weak
Large establishments	Small establishments
Nationally/ Internationally owned firms	Locally owned firms
Tourism interests self supporting	Tourism supports other interests
Much full time involvement in tourism	Much part-time involvement in tourism
Workers may live far from workplace	Workers may live close to workplace
Rarely influenced by seasonal factors	Often influenced by seasonal factors
Many guests	Few guests
Guest relationship are anonymous	Guest relationship are personal
Professional management	Amateur management
Many modern buildings	Many older buildings
Broad marketing operation	Niche marketing

Source: Elaboration on OECD, 1994

Rural space, now, occupies many activities, that define its physiognomy; some of them are: craftsmanship, services to the enterprises and to people and others.

It is largely acknowledged that rural tourism has played an important role in the economic restructuring of rural areas, while regional development policies tend to promote rural tourism, above all other activities, in economic restructuring programmes in rural areas (Paniagua, 2002).

Several strategic documents of the Common Agricultural Policy (CAP) have proposed that rural tourism should be integrated with agricultural activities in a process of diversification. Tourism was considered to be a potentially complementary activity for local communities and especially for farming families (Commission of European Communities, 1988). These guidelines coincided with an agriculture recession in the 1980s that produced a restructuring of farm business and a decline in farm incomes from agricultural activities.

One of the immediate effects is seen the amplification and the strengthening of rural tourism offer and overall of farm tourism and of local food products.

Particularly a strategic role has been assigned to the farm tourism and to the local food products to favour the start and the consolidation of sustainable processes of development, managed by the local operators, based on the endogenous resources both material (environmental resources, architecture, infrastructures, monuments, typical alimentary productions, etc.) and immaterial (culture, traditions, professionalism, history, etc.).

The observation of the present study will be circumscribed to the effects of the farm tourism on the rural economy. With farm tourism we intend that form of rural tourism that introduces particular characteristics in the organization of the offer being connected to the agricultural firm.

In Italian rural areas, there are considerable initiatives of exploitation of rural tourism and therefore farm tourism has contributed to a wider awareness of the opportunities of development offered by a sustainable and integrated use of local resources; to recover resources that risk to disappear or to degenerate (for example rural landscape, rural buildings, monuments); to qualify the territory through the introduction of services both to enterprises and population; to strengthen the local identity and feeling of affiliation to the local community, through the creation of new bonds between local inhabitants and the exploitation of the environmental and economic cultural resources in the area; to redraw the relationships among urban and rural areas; to make the territory more agreeable in comparison with other territories, creating a peculiar offer (INEA, 2001a).

The number of tourists in Italian farm tourism has much increased in the last years. In Italy there are around 6.800 firms, with 77.200 bed places (tab. 2); however despite the impressive growth (annual growth rate of 12,8% in '00/'99), it is a sector with some problems. Some firms work irregularly, for example (15% according to Agriturist<sup>1</sup>); then firm revenues are not so remunerative to cover initial investments. Often farm tourism is in an area acknowledged by tourists and so there are some problems to promote this activity. Instead, where the destination is well known by tourists a strong concentration of the offer is verified, with a consequential difficulty to maintain an acceptable quality in tourism experience.

Table 2. Farm tourism offer in Italy in 2001, the average growth rate and short period

	FIRMS		FIRMS VAR.%		BAD PLACES VAR.%	
	N°	Bed places	00/'96	00/'99	00/'96	00/'99
Piemonte	262	3.028	18,6	9,6	35,5	12,4
Val d'Aosta	40	307	8,1	4,8	15,4	-1,3
Lombardia	110	2.094	80,3	23,6	7,1	14,9
Bolzano	1.859	16.324	--	11,3	--	3,4
Trento	125	1.338	5,9	4,2	2,9	4,8
Trent. A.A.	1.984	17.662	4,2	2,9	1.258,6	3,5
Veneto	142	1.435	173,1	19,3	173,9	23,8
Friuli V.G.	65	739	--	35,4	--	47,8
Liguria	84	889	1.580,0	7,7	1.267,7	18,4
Emilia Rom.	235	2.839	85,0	18,7	112,8	18,0
Toscana	1.927	22.291	83,2	16,9	83,1	11,0
Umbria	507	7.061	69,9	19,9	90,7	25,0
Marche	345	5.182	118,4	31,2	122,1	19,5
Lazio	95	1.192	400,0	41,8	318,2	76,3
Abruzzo	251	2.221	161,5	-19,8	202,6	7,0
Molise	35	411	118,8	9,4	183,4	14,2
Campania	132	1.536	200,0	10,0	211,6	10,4
Puglia	176	2.877	54,4	38,6	2,7	-2,0
Basilicata	172	2.024	--	13,6	--	62,7
Calabria	85	1.184	8.400,0	28,8	1.591,4	21,8
Sicilia	129	1.770	148,1	15,2	94,7	10,8
Sardegna	40	429	66,7	5,3	89,0	10,3
ITALIA	6.816	77.171	173,1	14,3	144,6	12,8

Source: Bartolini, 2002.

<sup>1</sup> Italian national association for farm tourism, environment and territory.

In a lot of Italian areas farm tourism offer has become a complex proposal, combining to the lodging, food, relaxation, adventurous sports, contact with the animals, but also cultural occasion to know the local cuisine, country tradition and so on.

Also accommodation offer is very diversified; there are, for example, "farm-campings", "rural hotels", rental-rooms, equestrian centres with possibility of accomodation.

Farm tourism development has reached in many Italian regions such a level of maturity bringing particular attention to the quality as an essential determinant for the pursuance of the activity and to remain on the market.

The region leaders in farm tourism offer are Tuscany and the Trentino Alto Adige both for number of lodgings and bed-places. Together the two regions represent more than half of the whole national offer. We can observe the existence of areas in which the offer of farm tourism offer is very "strong" (Tuscany, Trentino Alto Adige, Umbria) and marginal territories poorly involved, that recently seem to be inserted in the development process of this sector. Lazio, Basilicata, Friuli Venezia Julia, Veneto and Calabria have implemented notably their offer in the year 2000.

Another problematic element for understanding Italian farm tourism is the collection of certain data. From the data of the Chambers of Commerce (Bartolini, 2002), there are in Italy 791 recorded societies as farm tourism (tab. 3).

Table 3. Farm tourism: recorded societies and their legal form

	N. FARMS	JOIN STOCK COMPANY	PARTNERSHIP	INDIVIDUAL PROPRIETORSHIP	OTHER FORMS	VAR. % '01/'00
Piemonte	27	--	11,1	81,5	7,4	8,0
Val d'Aosta	9	--	--	100,0	--	--
Lombardia	27	7,4	25,9	59,3	7,4	12,5
Trent. A.A.	70	--	5,7	94,3	--	9,4
Veneto	57	--	12,3	82,5	5,2	14,9
Friuli V.G.	4	--	--	100,0	--	33,3
Liguria	29	3,4	--	96,6	--	0,0
Emilia Rom.	56	1,8	21,4	71,4	5,4	-5,1
Toscana	86	8,1	20,9	68,6	2,3	1,2
Umbria	65	7,7	29,9	60,0	3,1	25,0
Marche	58	3,4	24,1	70,7	1,7	13,7
Lazio	35	5,7	11,4	74,3	8,6	12,9
Abruzzo	29	--	10,3	86,2	3,4	7,4
Molise	8	--	12,5	75,0	12,5	33,3
Campania	69	18,8	8,7	68,1	4,3	11,3
Puglia	37	2,7	18,9	70,3	8,1	19,4
Basilicata	23	4,3	--	91,3	4,3	4,2
Calabria	31	6,5	6,5	74,2	12,9	55,0
Sicilia	50	10,0	12,0	60,0	18,0	6,4
Sardegna	21	4,8	19,0	76,2	--	0,0
ITALIA	791	5,4	14,8	74,7	5,1	7,5

Source: Bartolini, 2002.

Instead firms with main or subordinate activity are 8.416 (tab. n. 4). It's very strange that every firm should manage 8/10 farm tourists.

Nevertheless it is not strange to believe that 75% of these firms have a form of individual enterprise.

In the Province of Bolzano and in Tuscany farm tourism is developing more and more. In the former there are 1.736 enterprises and in Tuscany 1.698. Lombardy (with 512) and the

Piedmont (with 488) follow in position (tab. 4). In Southern Italy most farm tourism is in Campania with a 6,9% incidence in comparison to national data.

It is interesting to notice as the firms that are engaged with farm tourism in a secondary way, are more numerous than those engaged full time. In relationship to the national data, the latter ones constitute, in fact, only 16,4% of the general offer. Probably because in Italy farm tourism should be a secondary activity, according to the Italian law on farm tourism n. 730/1985. According to that law, farm tourism is as a form of tourism offered by the agricultural entrepreneurs in their firm. So we consider farm tourism as accomodation, hospitality and possible sale of agricultural and handicraft products , it represents a valid integration of the agricultural income.

Table 4. Farm tourism system. Absolute values and dimensional indicators, 2001

Province/region	ABSOLUTE VALUES		DISTRIBUTION AMONG MAIN ACTIVITY AND SUBORDINATE ACTIVITY		DISTRIBUTION AMONG REGIONS	
	Main Activity	Main and Subordinate Activity	Main Activity	Subordinate Activity	Main Activity	Main and Subordinate Activity
Piemonte	65	488	53,3	46,7	2,1	2,4
Valle D'Aosta	13	32	-	-	-	-
Lombardia	71	512	42,9	57,1	5,5	8,0
Bolzano	19	1.736	100,0	-	0,3	0,2
Trento	65	117	40,0	60,0	0,5	0,8
Veneto	108	558	65,5	34,5	5,0	4,7
Friuli V. Giulia	44	228	75,0	25,0	0,8	0,7
Liguria	33	137	52,2	47,8	3,1	3,7
Emilia Romagna	77	375	73,3	26,7	2,9	2,4
Toscana	232	1.698	75,0	25,0	7,9	6,5
Umbria	117	481	50,0	50,0	0,5	0,7
Marche	87	313	62,5	37,5	2,6	2,6
Lazio	54	214	60,0	40,0	2,4	2,4
Abruzzo	61	295	58,3	41,7	1,8	2,0
Molise	15	55	100,0	-	0,8	0,5
Campania	95	307	75,3	24,7	19,1	15,8
Puglia	51	157	73,9	26,1	13,4	11,2
Basilicata	29	136	30,0	70,0	0,8	1,6
Calabria	39	145	70,4	29,6	18,1	16,0
Sicilia	70	175	34,2	65,8	6,5	11,9
Sardegna	37	257	63,9	36,1	6,0	5,9
ITALIA	1.382	8.416	62,2	37,8	100,0	100,0

Source: Bartolini, 2002.

## 5. Farm tourism: an application in Apulia

Tourism is an important sector in Italian economy and particularly in Southern Italy. The economic dimension, therefore, has become determinant; so it's necessary to analyse regional characteristics or those local, unexpressed resources, productive growth perspectives, the general context, and finally the reasons for which the compartment has manifested resistance to the spontaneous growth. Besides the changes in ground use, new migratory dynamics and the economic, social and environmental impact produced by new tourism forms and recreational open-air activities but also the necessity to implement the sustainable development principles, has increased general interest (tourists, public administrations, entrepreneurs) towards rural tourism. Two components of territory are important: the material

component (environmental elements, natural resources, public and private structures, infrastructures) and the immaterial component, as men's ability to exploit present resources. In the Italian experience numerous examples can be enumerated to show how much the success of rural tourism is closely connected to the quality of the territory. To reach a greater affirmation of rural tourism, it is necessary to develop a strategy based on valorization of regional heritage, in particular on environmental, artistic, historical, cultural resources and on the traditional food productions. In other terms, it is important to act on the exploitation of the territory as strategic factor.

Rural tourism, intended by some as the quota of income directly produced by the tourist sector to the benefit of the rural community and by others as a phenomenon whose important component of the offer is represented by the rural culture, is seen in Europe as an activity able to reduce the exodus of the agricultural population, to create occupation and to promote the partner-economic development of the disadvantaged zones. Rural tourism represents an important sector of intervention of the initiative community "Leader II" and a considerable space has been attributed by the Operational Program Plurifondo for Apulia 1994 - 1999. Particularly two measures finance recovery of cultural goods, rural buildings, farms, "trulli", and generally ancient manufactured articles to be destined to tourism.

Farm tourism in Apulia has received community funds through the measure 4.2.1 "Farm tourism" of the OPP<sup>2</sup> (tab. n. 5), with the following aims:

- development of the territory;
- to facilitate the permanence of the agricultural producers in the rural zones through the integration of the business incomes and the improvement of life conditions;
- recovery and use of the existing buildings, natural and rural patrimony;
- exploitation of the typical products and the local traditions;
- increase of job income of the working employees in the firm;
- recovery of the building patrimony and above all of the farms.

Table 5. OPP Apulia 1994 – 1999 Mis. 4.2.1 "Farm tourism". Financing in Italian Lire

PROVINCE	NR. PROJECTS	PUBLIC ENGAGED AMMOUNT	TOTAL ENGAGED AMMOUNT	PUBLIC AMOUNT SETTLED
Bari	36	10.190.490.391	16.984.236.818	10.098.765.696
Brindisi	10	3.209.949.000	5.349.917.667	3.162.621.520
Foggia	17	3.771.903.800	6.286.507.000	3.544.053.158
Lecce	24	7.812.534.800	13.020.898.667	7.413.366.300
Taranto	12	3.155.793.400	5.259.659.333	2.753.070.400
Totale	99	28.140.671.391	46.901.219.485	26.971.877.074

Source: Regione Puglia - Assessorato all'Agricoltura, 2003.

The Regional Operative Program (POR) of Apulia and the relative Complement of Planning foresee many interventions for rural development. The most remarkable quota of these is present in the axle IV "Local development systems"; it intends to improve the competitiveness of the agricultural systems, sustain development of the rural territories and valorize agricultural, environmental and historical-cultural resources.

Particularly, measure 4.9 "Diversification of the activities of the agricultural enterprises" is directed to farm tourism. Also in this case, as for the OPP, the objective is the promotion of complementary activity that determines agricultural development that can facilitate the permanence of the agriculturists in the rural areas. The anticipated total expense for the period 2000 - 2008 is of € 4.114.286 and it cover the whole territory of Apulia.

The interventions foreseen by the POR concern:

- restructuring or amplification of rural buildings to be destined to hospitality;

<sup>2</sup> Operative Pluri-funds Programme.



- setup of the threshing floor of stone and the cisterns of particular architectural merit;
- realization of equipment for leisure time;
- realization of green areas and spaces equipped for the standstill of curtains, roulottes and campers.

Currently the above projects have to still be financed.

In the Italian rural areas many national and community programs have supported development of rural tourism, spreading a greater awareness of the opportunities offered by it.

Even if in many cases there are good results, there is still much to do. Rural areas have many potentialities that should be managed systematically so that it becomes a real occasion for a sustainable economic and social development. Rural tourism offer of in Italy, in fact, could also count on numerous entrepreneurial initiatives of quality, but it's very difficult to organize them on the whole national territory.

In other words, the success of the tied up activities to rural tourism is related to the context (economic characteristics, social, cultural, environmental, historical-architectural of the area), both to the organizational and productive ability of the territory as a whole and of the single firms that compose the local offer. It's necessary, therefore, to set up at a local level a series of processes of local reorganization creating the conditions to realize a full integration among the collective level (the whole territory) and the business level (single component of the territorial offer).

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