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# CONTENTS

PREFACE ....................................................................................... V

ACKNOWLEDGEMENTS .................................................................. V

SUMMARY ...................................................................................... VI

CHAPTER 1 INTRODUCTION ............................................................ 1

BACKGROUND .............................................................................. 1

OBJECTIVES .................................................................................. 1

THE MULTIPLE ROLES OF PARK MANAGEMENT AGENCIES IN AUSTRALIA .................................................................. 1

MARKETING AND PARK MANAGEMENT IN AUSTRALIA ................................................................. 2

REPORT STRUCTURE ................................................................... 3

CHAPTER 2 MARKETING: STUDY DEFINITION, SCOPE AND APPROACHES ................................................. 4

DEFINING MARKETING – THE TRADITIONAL APPROACH ....................................................................... 4

SCOPE OF MARKETING IN STUDY ......................................................................................................... 4

ALTERNATIVE APPROACHES TO MARKETING ....................................................................................... 4

Ecological Marketing ................................................................................................................................. 5

Social Marketing .......................................................................................................................................... 5

Demarketing ............................................................................................................................................... 6

Relationship Marketing .............................................................................................................................. 6

CHAPTER 3 VISITORS TO NATIONAL PARKS: WHO ARE THE AUDIENCES FOR MARKETING OF PARKS? ............................. 8

WHO VISITS NATIONAL PARKS? ............................................................................................................. 8

WHY DO INTERNATIONAL TOURISTS VISIT NATIONAL PARKS? ............................................................. 8

DOMESTIC VISITORS TO NATIONAL PARKS ............................................................................................. 8

WHY DO DOMESTIC VISITORS VISIT NATIONAL PARKS? ....................................................................... 9

FURTHER BREAKDOWN OF MARKET SEGMENTS .................................................................................... 9

Non-Visitors ........................................................................................................................................... 9

Trip Planners .......................................................................................................................................... 9

Visitors Who Just Turn Up ........................................................................................................................ 9

CHAPTER 4 STAKEHOLDER ISSUES ........................................................................................................ 10

CONFLICT BETWEEN DIFFERENT USER GROUPS AND ACTIVITIES ......................................................... 11

CROWDING/CARRYING CAPACITY ........................................................................................................ 11

LACK OF PRIORITISATION OF CONSERVATION MESSAGES IN PROMOTION AND MARKETING COMMUNICATIONS .................................................................................................................... 11

RESEARCHING EXISTING AND POTENTIAL VISITOR MARKETS AND THEIR NEEDS ............................................ 11

INEFFECTIVE DISTRIBUTION OF INFORMATION .................................................................................... 11

CONFUSION AS TO WHO MARKETS/PROMOTES NATIONAL PARKS TO EXISTING AND POTENTIAL VISITORS ................................................................. 12

INEFFECTIVE USE OF INFORMATION BROKERS ..................................................................................... 12

LACK OF CONTROL OVER MASS MEDIA AND OTHER INFORMATION SOURCES USED BY VISITORS .................... 12

PARTNERSHIPS AND PACKAGING ........................................................................................................ 12

SUSTAINABLE MARKETING PRACTICES ................................................................................................. 13

CHAPTER 5 PRINCIPLES FOR SUSTAINABLE MARKETING OF PROTECTED AREAS .............................................. 14

CHAPTER 6 EXAMPLES OF GOOD PRACTICE ............................................................................................ 17

EXAMPLE 1: PARKS CANADA .................................................................................................................... 17

EXAMPLE 2: WET TROPICS MANAGEMENT AUTHORITY ....................................................................... 18

EXAMPLE 3: GREAT SOUTHERN TOURING ROUTE INC. ......................................................................... 19

EXAMPLE 4: ISLAND ESCAPE TOURS/SEALINK TOURS, KANGAROO ISLAND ........................................ 19
PREFACE

This study uses the available literature and industry input to develop a set of guiding principles for achieving the sustainable marketing and promotion of visitation to national parks and other protected areas. Industry examples are used to highlight where and how these guiding principles are already being used as examples of good practice, thereby offering guidance to others.

The report is industry focused and written especially for protected area managers and tourism operators and marketers in Australia who are interested in achieving good practice in the marketing and promotion of national parks and other protected areas. By establishing a common set of guiding principles and highlighting good practices throughout Australia and overseas, park management agencies and the tourism industry will be better placed to cooperatively achieve the sustainable marketing and promotion of visitation to natural areas.

ACKNOWLEDGEMENTS

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The authors would like to thank the NSW National Parks and Wildlife Service and Tourism NSW for their support of the project. The principal researchers would also like to recognise and thank David Archer at the University of Technology, Sydney, the research assistant on this project, who did a great deal of the behind the scenes work and also contributed substantially to the writing of this report. Acknowledgement is also given to Stephen Schweinsberg at the University of Technology, Sydney for his assistance.
SUMMARY

Introduction
This report seeks to identify ways in which park management agencies and the tourism industry can work in partnership to more sustainably market and promote visitation to protected areas and in doing so achieve the following outcomes:
1. Protect and where appropriate restore ecological and cultural integrity, and instill deeper into the community consciousness an ethic of care for our heritage; and
2. Enhance the quality of visitor experiences in Australian protected areas.

The report presents the findings of desktop research commissioned by the Sustainable Tourism Cooperative Research Centre (STCRC) under the Centre’s ‘Sustainable Resources’ program area. The study was carried out during 2004 by a collaborative team comprised of the University of Technology, Sydney and La Trobe University in Victoria.

Study Objectives
The specific objectives of the study were to:
1. Define and characterise marketing and its alternative approaches including demarketing;
2. Outline their use in Australian and overseas national parks and other protected areas in order to achieve management goals;
3. Develop a set of guiding principles for the sustainable marketing of natural areas; and
4. Present examples of successful marketing techniques including those related to product design and quality, capacity, the distribution process, information flow etc from park management agencies in Australia and overseas.

The study was predominantly a desktop review and collation of existing literature, research and knowledge.

Guiding Principles
This study develops five guiding principles for the sustainable marketing of national parks and other protected areas. The guiding principles were developed from relevant literature. To assist in illustrating the value of the guiding principles relevant good practice examples are provided from Australia and overseas.

The five guiding principles are:
1. **Responsible**: Sustainable marketing of protected areas should be designed and undertaken in a responsible and ethical manner.
2. **Realistic**: To be sustainable, marketing of protected areas should be done in a manner that disseminates realistic images and information to existing and potential visitors.
3. **Regional**: Sustainable marketing of protected areas should be designed and used in a regional context.
4. **Research**: Research is a fundamental building block of sustainable marketing and should be carried out and integrated into marketing planning and strategies.
5. **Relationships**: Cooperative relationships between relevant land management, industry and community stakeholders can benefit all.

The good practice examples in this report illustrate the application of a wide variety of marketing techniques and approaches. They provide parks managers and the tourism industry with a toolbox of techniques that can be drawn upon when following the guiding principles. A total of 11 good practice examples from around Australia and overseas are highlighted.

Recommendations
This report demonstrates a number of opportunities which exist, exemplified by national and international good practice examples, for partnerships between park management agencies and the tourism industry for the marketing of protected areas in alignment with the five guiding principles presented herein.

The report investigates the marketing of national parks and other protected areas. It explores key concerns and issues relating to the management of current and potential visitors to national parks, and explores how a range of alternative marketing approaches can provide a way forward in sustainably marketing and promoting visitation to national parks. Moreover, the report identifies ways in which protected area managers and the tourism industry can, and are, working together to more effectively market and promote protected areas.

The recommendations that follow are organised according to the five guiding principles described in the report. In addition, the recommendations address the types of issues identified in the report (see Chapter 4) and fit within the various approaches to marketing which are available to protected area managers and the tourism
industry (see Chapter 2). When combined, the good practice examples and recommendations serve to illustrate various ways forward in achieving the goal of sustainable marketing and promotion of visitation to protected areas.

- **Recommendation 1**: At all times the marketing and promotion of visitation to national parks and other protected areas should be done so in a responsible and ethical manner.
- **Recommendation 2**: It is important that visitor expectations are realistic, as this contributes to visitor satisfaction.
- **Recommendation 3**: Sustainable marketing of natural protected areas should be designed and used in a regional context that takes account of the spectrum of different setting and experience types on both public and private land tenures.
- **Recommendation 4**: Market research is a fundamental building block for the sustainable marketing of natural protected areas and should be carried out and integrated into marketing strategies and planning initiatives.
- **Recommendation 5**: Sustainable marketing of natural protected areas therefore should recognise that cooperative marketing strategies and campaigns between protected area agencies, tourism operators, State, regional and local tourism organisations, and community representatives can benefit natural resources as well as society.
Chapter 1

INTRODUCTION

This report seeks to identify ways in which park management agencies and the tourism industry can work in partnership to more sustainably market and promote visitation to protected areas and in doing so achieve the following outcomes:

1. Protect and where appropriate restore ecological and cultural integrity, and instill deeper into the community consciousness an ethic of care for our heritage; and
2. Enhance the quality of visitor experiences in Australian protected areas.

Achievement of both these outcomes would represent a win-win situation for park managers, the tourism industry, and the general public. Case study examples of sustainable marketing practices from protected areas in Australia and overseas will be presented that assist in showing the way forward.

Background

The report presents the findings of desktop research commissioned by the Sustainable Tourism Cooperative Research Centre (STCRC) under the Centre's 'Sustainable Resources' program area. The study was carried out during 2004 by a collaborative team comprising of the University of Technology, Sydney and La Trobe University in Victoria.

Objectives

The specific objectives of the study were to:

1. Define and characterise marketing and its alternative approaches including demarketing.
2. Outline their use in Australian and overseas national parks and other protected areas in order to achieve management goals.
3. Develop a set of guiding principles for the sustainable marketing of natural areas.
4. Present examples of successful marketing techniques including those related to product design and quality, capacity, the distribution process, information flow etc from park management agencies in Australia and overseas.

The study was predominantly a desktop review and collation of existing literature, research and knowledge.

The Multiple Roles of Park Management Agencies in Australia

Before focusing on marketing as it applies in park and protected area management, it is necessary to first consider the broader responsibilities and roles of park management agencies, thereby providing a contextual backdrop to the substantive content of this report.

Most public sector organisations differ from private enterprise in that, unlike the private sector, they tend to have multiple purposes. Public sector organisations engage not only in the direct delivery of services to the public, but many also have additional, different purposes (Donnelly 1999); these additional purposes include building community pride, a community governing itself, promoting choice, building diversity and channels for learning. Park management agencies are, of course, public organisations and thus the complexities facing them are considerable given the diverse range of stakeholders to be considered including not only park users, but future users, non-users, commercial sector partners, local communities, citizens, management, employees, and other public sector agencies.

This situation is further complicated by the fact that national parks and wilderness reserves in Australia are managed not by a single federal agency, but are the responsibility of individual State and Territory governments. It is beyond the scope of this report to examine the responsibilities of each State/Territory park management agency, suffice to say that all agencies have common responsibilities and mandates in relation to the preservation and management of their estates, both terrestrial and marine.

An increasingly primary focus among Australian park management agencies has been on delivering quality services to the public (Archer & Wearing 2002). This service delivery role typically includes but is not restricted to the protection of natural and cultural values, provision of quality recreation and tourism opportunities, interpretation and educational services, weed and feral animal eradication, and fire management.
Park management agencies also have an important role to play in building broader community awareness and facilitating a sense of community value, ownership and affinity with national parks. The protection and conservation of Australia’s natural and cultural heritage in the long term depends on not just addressing the needs of park users, but also on building a level of community understanding and acceptance of the history, place and value of national parks as representative examples of natural and cultural diversity.

Meeting these responsibilities is increasingly difficult as significant management and external challenges are faced by national parks agencies in Australia. For example, some authors (e.g. Coaldrake & Siedman 1998; Foster 2000) have commented on the increasing pressure faced by public sector agencies through the trend to smaller government resulting from reductions in public funding, calls for improvement in the quality of services delivered, and pressure to outsource the delivery of some services.

At the same time, park managers have come under increasing pressure to accommodate more visitors to their estates. The general reduction in public funding has pressured park management agencies to seek alternative sources of revenue, and led to a situation where visitor numbers are now a central component of agency performance measurement. Additional pressure has also come from the private sector, with the tourism industry calling for the provision of more opportunities to meet the increasing demands of international and domestic tourists (Foster 2000). National parks and the natural environment are now strategically positioned in planning documents and marketed aggressively by the tourism industry and marketing organisations in all Australian States and Territories. This in turn is placing pressure on park management agencies to provide visitors with quality services.

Visitor satisfaction is also used by park management agencies as a key indicator of management performance in delivering quality services and programs. Ensuring that park users are satisfied encompasses more than just providing settings and facilities. People bring with them various expectations, experiences, needs and motivations for visiting a national park. Likewise, their own personal values and attitudes to national parks also play a key role in their level of satisfaction.

In an evolutionary sense, it is possible that the continued delivery by park managers of quality park experiences may bring about a change in visitor and wider community attitudes towards the natural environment (Forestell 1990). There is some evidence to suggest that when visitors to national parks obtain a satisfying experience, often they will come closer to supporting the underlying philosophy of park management (McArthur 1994).

In summary, it is possible to identify three macro roles that park management agencies have to fulfil: 1) the preservation and conservation of natural and cultural heritage, a role that always should take primacy; 2) delivery of a wide range of services to multiple community and stakeholder groups; and 3) building broad community awareness, valuing, ownership and affinity with our natural and cultural heritage. The first of these roles – preservation and conservation – is, and must always remain, the core focus of park managers. In relation to the other two macro roles, if park management agencies are to meet their service delivery and community building responsibilities it is essential that they provide quality services, promote appropriate visitor behaviour, and encourage community awareness, understanding and appreciation of the conservation responsibilities of park agencies, the values inherent in protected areas, and opportunities for appropriate visitor use. Whilst it is likely that marketing offers a valuable management tool in fulfilling all three of these macro roles, the remainder of this report limits itself to an exploration of how marketing can provide park management agencies with the means to fulfil all three roles in so far as they relate to what is an important social activity played out on the national park estate, namely, tourism.

Marketing and Park Management in Australia

While interpretation and education programs have long been established within protected area management, Archer and Wearing (2002) observe that marketing as a management concept has a relatively short history in Australian agencies. There has been, according to Archer and Wearing (2002), a perception among some within park management that the larger interests of the community and environment are at risk of being overwhelmed by market-place and commercial interests associated with the commercial sector, including the tourism industries.

Wearing and Brock (1991) suggest that such scepticism is understandable in view of the tendency of park managers with considerable experience to come from backgrounds grounded in the natural sciences, and with limited knowledge or understanding of the use of social scientific enquiry or market-driven commercial considerations in park management. Furthermore, Archer and Wearing (2002) argue that marketing expertise within Australian park management agencies at the planning and policy levels has historically been either non-existent or sparingly applied, and political and resource realities have also been factors in the reluctance to subsume marketing strategies within park management. However, Hall and McArthur (1996) argue that marketing has to be recognised as a tool for achieving protected area management aims and objectives and not just conducted for its own sake.
It is only relatively recently that marketing has begun to establish itself as a valued concept in the management of protected areas (Wearing & Bowden 1999). Archer and Wearing (2002) identify a number of factors that have led to the increasing use of marketing by Australian park management agencies. Mindful of their increased accountability and obligations to meet performance criteria, including high visitor satisfaction and increased visitor numbers, parks agencies have in recent years adopted marketing principles within their strategic management frameworks, typified by planning and policy documents which explicitly outline the desire to be more outwardly focused and more accurately reflect individual and community needs and expectations. Corporate plans now typically state the need to establish a more market-driven strategic direction, develop strategic partnerships with other key stakeholders, more actively promote commercial outdoor recreation and tourism opportunities, and make a more conscious effort to provide clear parameters for public use of natural resources (Wearing & Archer 2001). Indeed, marketing strategies are now recognised by protected area management agencies as central to developing broad public support for the long-term protection of environmental and cultural integrity.

Participation in outdoor recreation activities has increased dramatically during the past three decades in Australia as well as overseas. Both trends and future projections point toward continued increases in the number of participants in outdoor recreation trips and activities (English, Cordell & Bowker 1999). Much of the appeal of outdoor recreation is based on open access to valuable natural resources like national parks, forests, parklands and wilderness. As pressure grows on these increasingly scarce natural resources, the quality of the setting and people’s outdoor recreation experiences will be compromised further. The scenic and aesthetic appeal of these natural resources contributes greatly to their attraction as well as the satisfaction of users. It is this aesthetic appeal that has and continues to be used as a fundamental basis for marketing and promoting such destinations to potential markets.

Report Structure

The remainder of the report contains a further five chapters. Chapter 2 defines and discusses the traditional marketing concept, and then introduces various alternative marketing approaches and discusses how these have been or can be used by park management agencies and tourism operators and marketers. Chapter 3 reviews the Australian research literature to answer the questions: Who it is that visits national parks in Australia, and Why? Chapter 4 identifies a number of key park and visitor management issues that impact on, and are themselves impacted upon, by marketing strategies and planning. A set of guiding principles are then set out in Chapter 5 to underpin all marketing and communication efforts by both park management agencies and the tourism industry. Chapter 6 presents a framework that links the contents of the report together through the use of illustrative, good practice examples from Australia and overseas. Finally, Chapter 7 makes research and industry focused recommendations for more effectively marketing and promoting tourism in Australia’s national parks.
Chapter 2

MARKETING: STUDY DEFINITION, SCOPE AND APPROACHES

Defining Marketing – The Traditional Approach

Traditionally, marketing has centred around the notion of profit-oriented buyer-seller relationships based on exchange transactions between a producer or service provider and a purchaser or client. However, marketing has increasingly been adopted in not-for-profit transactional contexts where economic considerations are secondary to the delivery of social and environmental benefits for both provider and customer. In its later guises the marketing concept has come to incorporate outcomes other than profit, such as long-term environmental conservation, improved customer awareness, appreciation of the natural environment, delivery of societal benefits, and customer satisfaction.

Hence, the redefining of the traditional marketing concept has resulted in part from rapidly changing global market environments which have acted as triggers for alternative marketing approaches to be developed including relationship marketing, social marketing, ecological marketing and demarketing. Profit may determine a product’s viability but, increasingly, is not the sole measure of its success. Organisations in the public sector domain like charities, municipalities and protected area management agencies also find themselves operating in an exchange relationship context. The need for marketing arises once there are alternatives and choices for customers. This notion of voluntary exchange is central to the concept of marketing and is based on the organisation offering want-satisfying goods or services that customers perceive to be of value. The long-term survival of an organisation depends to an extent on deriving a competitive advantage by satisfying the needs of its customers.

There are a vast array of definitions of marketing to be found in the literature, although the majority focus on a few core issues. For the purposes of this report, marketing is simply defined as a process encompassing management activities:

- designed to plan, price, promote and distribute want satisfying products, services and ideas for the benefit of the target market and to achieve the organisation’s objectives. (Stanton, Miller & Layton 1992, p.6)

As this definition indicates, traditional marketing in a commercial sense is based on the ‘4Ps’ marketing mix – product, place, price and promotion – with the emphasis on attracting, maintaining and expanding a customer base. Thus, an important element of traditional marketing strategies has been market research that seeks to develop profiles of customers’ needs, behaviour and characteristics. For protected area agencies, whilst understanding the needs, behaviour and characteristics of their visitors (equivalent to customers in the commercial sense) must remain an important element of any marketing strategy, the focus on attracting more visitors warrants less importance than do strategies aimed at the long term sustainable protection of the natural environment and provision of benefits for all relevant stakeholders.

Scope of Marketing in Study

The definition given above encompasses a significant range of aspects examined in detail by the broader consumer marketing research literature, but for which comparatively less has occurred in the park management literature. In consideration of the breadth of issues surrounding marketing in parks and other protected areas, the focus of this report will largely be restricted to issues relating to the ‘promotion’ element of the marketing mix. The report thus focuses on communication that is attracting and promoting rather than all communication. The report does not focus on communication aimed at enhancing the visitor experience or managing visitor impacts, as these are the focus of other research projects looking at the role of environmental interpretation in protected area management. The overlap and synergies between marketing and interpretation is a matter that will be further explored in a later phase of research funded by the STCRC.

Responsible, effective marketing and promotional efforts can offer park managers and marketers an effective tool for influencing visitor use levels, types of visitors, their expectations, behaviour, level of preparation, choice of experience and ultimately, satisfaction.

Alternative Approaches to Marketing

Despite common perceptions, marketing need not be exclusively related to profit motives. Although it can assist in generating revenue for national park agencies, it can also be used to improve relationships with agency visitors and other stakeholders. Several alternative approaches to the traditional marketing concept have emerged
in the marketing and broader literature in the second half of the twentieth century. These variations are introduced and discussed below. Importantly, each of these alternative marketing approaches can be applied usefully to management of visitors to national parks, and, as will be seen, a number of researchers have already begun to examine and test the value and unique strengths that each approach can bring to managing this complex relationship.

**Ecological Marketing**

Ecological marketing principles can be readily integrated into the marketing of protected areas as it involves the marketing of products and services with positive ecological outcomes to environmentally concerned consumers. The ecological marketing approach advocates that making a monetary profit is not the sole, or for that matter the most important, criteria for measuring success. Other outcomes such as long-term environmental conservation, increased customer awareness and appreciation of the natural environment, and customer satisfaction are pursued vigorously. Profit determines the level of a product’s viability, but is not the sole measure of its success.

The relationship between demand and supply is of prime importance to the concept of ecological marketing. If the product is environmentally harmful then the stimulation of demand is to be discouraged (Henion & Kinnear 1976). The danger of allowing the market for park experiences, for example, to be demand rather than supply led is addressed by Richardson (1991) who suggests that as a result of nature-based and ecotourism growing at a much faster rate than mass tourism, more and more travellers are opting out of the traditional ‘lie around the pool’ holiday and are instead choosing a more experiential nature holiday. Richardson (1991, p. 245) argues that “these people are going to create a demand and this demand is going to be met as usual by supply”. Moreover, she suggests that this supply will be met, not by the small, environmentally concerned operators, but rather by mass tourism operators keen to exploit the greening market and with little understanding or concern for environmental integrity.

**Social Marketing**

Related to the concept of ecological marketing is social marketing. Social marketing is the design, implementation, and control of programs calculated to influence the acceptability of social ideas, and involving considerations of product planning, pricing, communication, distribution and marketing research (Kotler & Zaltman 1971, p. 5).

Social marketing strategies attempt to influence the behaviour of target markets through the application of marketing ideas and principles that promote a social cause, and activities that have outcomes beyond simply the satisfaction of individual desires.

Social marketing has been successfully applied to solving social problems such as smoking and drug use (e.g. Smith 1992; Elder 1994), HIV/AIDS prevention (e.g. Ramah & Cassidy 1992), overpopulation (e.g. Luthra 1991) and pollution (e.g. Abratt & Sacks 1988). In its strictest sense social marketing differs from other marketing approaches in that it does not ordinarily have a monetary profit objective associated with it (Henion 1975). The potential to achieve positive environmental and social outcomes is central to both ecological and social marketing perspectives, but historically is less a concern for the profit driven goals of traditional marketing.

In the case of social marketing, Kotler (1971) was one of the first to suggest the application of an extended marketing mix to take account of the additional complexities of this approach. To the traditional 4Ps marketing mix, Kotler advocated the following elements be added

- Partnerships; and
- Policy

Wilkinson (2003) noted that ‘marketing’ to most people seems to mean encouraging people to visit national parks. On the other hand, Wilkinson argued, social marketing teaches people about national parks and their benefits and stresses and lets them decide whether or not to visit. Also, social marketing has begun to be discussed and advocated in the academic literature in the context of sustainable tourism (e.g. Dinan & Sargeant 2000). Dinan and Sargeant (2000) noted that a social marketing approach requires tourism organisations to give greater consideration to segmenting their market with a view to concentrating on those categories of visitor that are not only economically attractive, but also likely to be susceptible to messages aimed at encouraging them to adopt sustainable behaviours. Following Andreasen (1995), the authors concluded that social marketing, to be effective in the tourism sector, required the following criteria be met:

- it is possible to delineate distinct segments of visitors;
- these segments are associated with differing degrees of sustainable behaviour;
- the underlying behavioural motivations of these segments (i.e. why they elect to visit a particular region and what satisfactions they hope to obtain) are understood; and
- those variables that might have the greatest propensity to influence visitor behaviour are readily identifiable.
Demarketing

In some instances, park management agencies may need to discourage and reduce demand for a setting or service if excess demand is evident. Many national parks and protected areas in Australia and other countries are facing crowding and carrying capacity problems across a range of visitor experiences and types of recreation. With park visitation being based upon limited supply, park agencies may effectively use the marketing mix for discouraging participation. This discouraging of demand has been coined ‘demarketing’ (Kotler 1971) to emphasise that marketing may be used to decrease as well as increase demand for access to particular settings. Demarketing is not a negative concept as “a decrease in visitor numbers can lead to an increase in clientele satisfaction, through preserving a higher quality experience” (Crompton & Howard 1980, p. 333). A demarketing plan may be appropriate in a number of situations. For example, Groff (1998) identified three different circumstances where a protected area agency may utilise demarketing strategies:

- Temporary shortages – due to either lack of supply or underestimation by management of demand for particular settings or programs;
- Chronic overpopularity – can seriously threaten the quality of the visitor experience and also damage the natural resource that attracts the visitors; and
- Conflicting use – encompasses issues of visitor safety, compatibility of use with the available resources, and the different uses and programs demanded by the public.

Sometimes a parks agency may be engaged in marketing and demarketing activities at the same time (Crompton & Lamb 1986). Methods of demarketing can include:

- Increasing prices in a manner so they increase disproportionately as time spent in the park management destination increases;
- Creating a queuing system to increase the time and opportunity costs of the experience;
- Limiting the main promotional strategy to selected and specialised media channels, and/or to selected markets/audiences;
- Promoting the importance of the area through education of the public and the need to conserve the area through minimal impact and sustainable development;
- Promoting a range of alternative opportunities in surrounding areas which may satisfy needs and wants;
- Highlighting the environmental degradation that could occur if too many people frequent the area; and
- Highlighting any restrictions or difficulties associated with travel to the area.

Work by Beeton and colleagues has taken demarketing further into the realm of natural resource management and tourism, demonstrating the cross-sectoral marketing-demarketing link between commercial enterprises operating in national parks and the associated public land management (conservation) agencies (Beeton 2003). Beeton and Benfield (2003) focused attention on the application of demarketing to protected area management, particularly in relation to its role as a policy option and management tool. Beeton and Benfield argue that demarketing offers an approach that can be applied to the pursuit of sustainable tourism in the context of demand for resources and the role of marketing to suppress or alter such demand once limits are approached or have been reached (2003).

In terms of environmental management and sustainable tourism, the Panel on the Ecological Integrity of Canada’s National Parks recognised the potential of demarketing as a management instrument, recommending that Parks Canada “concentrate instead on social marketing, policy marketing and demarketing aimed at appropriate target audiences with messages focusing on ecological integrity” (Parks Canada Agency 2000, p.21). This recommendation provides limited information on the concept of demarketing, however many of the management instruments proposed in the report can be seen as containing aspects of demarketing. This suggests that demarketing is currently being unconsciously used, but has not been adequately recognised or actively pursued as a marketing or management tool.

In one of the few references to demarketing in the context of ecotourism and sustainability, Wearing and Neil (1999) introduce the term into their outline of the tourism marketing mix, noting that at this point in determining the marketing mix, it could be suggested that the agency adopt a different strategy … as ecotourism is one of those areas that is faced by the need to discourage demand for a service…. Because ecotourism is dealing with a ‘scarce resource’ the agency may use the marketing mix effectively for discouraging participation. This … has been termed ‘demarketing’. (Wearing & Neil 1999, p.117)

Wearing and Neil (1999) make mention of demarketing as a potential ecotourism tool in the management of a scarce resource. They nominate pricing, restricting access through queuing, and various negative promotional strategies or persuasion as methods of demarketing, which leaves one with an overall negative impression of the concept. However, the use of demarketing need not be seen as applying purely punitive measures. When used as part of the marketing mix, it has the potential to demonstrate positive, powerful outcomes.

Relationship Marketing

Relationship marketing emerged in the early 1980s to complement new and evolving organisational forms. Initially based on the development of long term profitable and mutually beneficial relationships between an organisation and a defined customer group (Peck, Payne, Christopher & Clark 1999), relationship marketing has...
since broadened to recognise the importance of managing and aligning supportive internal relationships within an organisation. The Six Markets model emerged as a popular conceptual framework that addresses relationship marketing at the organisational level. In considering six role-related market domains, the model makes explicit provision for collaborative relationships between the ‘core’ firm and supplier and alliance, recruitment, influence, referral, internal, and customer markets.

Relationship marketing is therefore a market led, customer oriented general management concept aimed at forming and sustaining profitable, mutually beneficial relationships by bringing together the necessary parties and resources to deliver the best possible value proposition for the customer (Peck et. al 1999). The ‘collaborative’ foundation on which relationship marketing is based holds considerable value for the sustainable management of protected areas. Borrie, Christensen, Watson, Miller and McCollum (2002) conceptualise the relationship between the public and parks agencies into three dimensions: social trust (degree to which individuals perceive the agency to share their views, goals and values); commitment (the investment, attachment, and longevity of the relationship to the agency); and social responsibility (includes attitudes towards the goals or public purposes of the agency).
Chapter 3

VISITORS TO NATIONAL PARKS: WHO ARE THE AUDIENCES FOR MARKETING OF PARKS?

Who Visits National Parks?
A report commissioned by the Tourism and Transport Forum Australia (TTF) by Griffin and Vacaflores (2004, p. 14) noted the following trends in visitation to national parks and protected areas across Australia:
1. The bulk of visitors are domestic tourists (i.e. Australian residents);
2. A high proportion of international visitors do include national parks on their travel itinerary in Australia – but there is evidence that this proportion has dropped from 47% in 1998 to around 41% in 2002;
3. Different parks have different visitor profiles; and
4. Parks that offer an iconic experience have the greatest ability to draw international and interstate visitors.

Why Do International Tourists Visit National Parks?
The study by Griffin and Vacaflores (2004) found generally that the main factors influencing international tourists’ decisions to visit Australia are to experience Australia’s nature, landscape and wildlife (46%) and to experience Australia’s coastline and beaches (39.5%). Passive enjoyment of the natural environment seems to be far more significant than active enjoyment. Close to one in five (17.8%) international visitors indicated that experiencing a nature-based outdoor activity was influential. Generally, nature-based factors seem to be far more influential than cultural factors, with only 6.8% indicating that the opportunity to experience Aboriginal culture was influential (Griffin & Vacaflores 2004). However, other data suggests international visitors are strongly interested in experiencing indigenous culture. Visitors from Germany, the UK, other European countries and North America show the “strongest potential demand for Indigenous tourism experiences in Australia” (Australian Government Tourism White Paper).

Blamey and Hutch (1996) found that, among international tourists visiting Australia, snorkelling was the most popular nature-based activity. Participation in guided and non-guided bush or nature walks was also found to be significant. Between 1989 and 1995, the proportion of international visitors participating in nature-based activities changed little, although participation in white-water rafting, outback safari tours and Aboriginal site visits grew faster than visitor arrivals during this time (Blamey & Hutch 1996).

Research by the Australian Tourist Commission (ATC) for various countries confirms South-East Asian, Chinese and Japanese travellers show a strong interest in experiencing Australia’s nature. Seeing wildlife in its natural surrounds appeals across all of these markets, although many participants in wildlife tourism are those visiting zoos. English visitors focus more on the weather and beaches and German visitors are more interested in Australia’s geography and renowned natural phenomena (Claire Dyson and Jessica Keen, ATC).

Domestic Visitors to National Parks
Griffin and Vacaflores (2004) found in relation to domestic visitors:
- For most parks at least 90% of visitors are domestic visitors;
- Less than 1% of domestic visitors to national parks attend as part of an organised tour;
- About 75% of domestic visitors participate in outdoor activities during their holidays;
- For parks, other than icon parks, repeat visitation by domestic visitors can be up to 50%; and
- Most visitors are well educated and comfortable using technology, e.g. the Internet

Research conducted by Roy Morgan Research (2002) and Griffin and Vacaflores (2004) revealed that when compared to the general travelling public, domestic visitors to national parks are likely to be:
- More highly educated;
- Employed in professional and managerial positions;
- From Anglo-Celtic and north-western European backgrounds;
- More environmentally aware;
- More open to challenges in life and risk taking;
- Open to new technology and change; and
- More assertive and independent in their decision-making processes.
Why Do Domestic Visitors Visit National Parks?

In their TTF Australia commissioned report, Griffin and Vacaflores (2004) noted that all domestic visitors to national parks engaged in sightseeing and 76% undertook outdoor activities during their last trip. Active recreation was most prominent in urban and near urban parks.

Only 1% visited a national park as part of a tour group. Figgis (email dated 17/12/03) makes the point that many tourists, especially domestic tourists, won’t pay a premium (i.e. take a tour) if they can do something themselves. Hence whale watching or diving (popular with overseas visitors) or privileged access may constitute successful tourism in parks, as this is something tourists can’t access themselves.

Some park visitors are repeat visitors to national parks. For national parks where international visitation is low, such as the northern NSW parks, Victorian country parks, Victorian urban fringe parks and Western Australian parks, repeat visitation is high, 50%, 51%, 74% and 38% respectively (Griffin & Vacaflores 2004). These visitors could be important, acting as advocates for any marketing message.

Further Breakdown of Market Segments

Within the main market segments of international and domestic visitors, independent travellers and visitors who mainly take tours, promotional campaigns have three further divisions of audiences (Wearing & Nelson 2004):

1. Non-visitors;
2. Trip planners; and
3. Those who just turn up.

Non-Visitors

Non-visitors should not be forgotten, as it is important to gain their support for conservation policy and initiatives, and therefore ongoing financial support from governments (Griffin, Wearing & Archer 2004). National park agencies are increasingly having to demonstrate to government and taxpayers the benefits that accrue not just to those individuals who use their services, but also to the broader communities in which their programs and services are delivered (Griffin, Wearing & Archer 2004). Rather than being limited to the individuals who make use of parks and outdoor spaces, recreational use of public lands can also produce benefits for society. These benefits can be characterised as environmental, economic, socio-cultural, physiological or psychological in nature. However, analysis of these issues is beyond the scope of this study.

A vital though complex task for any parks agency is to attempt to ensure the equitable distribution of these benefits occurs whilst the integrity of ecological systems and heritage values is maintained. Not every member of the public makes use of national parks for recreational purposes. Consequently, parks agencies are acknowledging the need to move beyond understanding those who use national parks, which they can achieve by conducting visitor studies that measure user perceptions, motivations, expectations and satisfaction levels (Parks Victoria 1999; Queensland Parks and Wildlife Service 2000; Shields, Martin, Martin & Haefele 2002). It is often argued that a satisfied user will in turn become an advocate for the continuing provision of parks and recreation services.

Trip Planners

Trip planners can undertake considerable pre-visit research and may be looking for quite detailed information on national parks and other protected areas. International tourists are more likely to plan their trips in detail given the time invested in preparing for their trip and the travelling itself, and they include independent travellers and those who participate in tours. A study conducted by the Bureau of Tourism Research (1998) showed that nature-based tour participants fall into three general market segments:

1. Those with a general interest in nature-based tourism;
2. Those strongly attracted by many aspects of nature-based tourism (the largest group); and
3. Those more interested in rest and relaxation in a natural setting.

Visitors Who Just Turn Up

According to Wearing and Nelson (2004) this market segment tends to make ad-hoc plans and does not dedicate much time to an information search process on national parks. For this audience, more traditional methods of promotion are needed (as well as for non-Internet users). The most effective are considered to be:

- Brochures available through transport and accommodation providers (also information in motoring organisation publications); and
- Visitor centres; however, location and style of visitor centre are important. Whether they are a tourist information centre or park visitor centre, they need to be in major towns or centres where people stop for a break or overnight (i.e. they need to be accessible to passers-by and preferably a ‘one-stop-shop’ for information).
Chapter 4

STAKEHOLDER ISSUES

Wardell and Moore (2004) noted that protected area managers must strike a balance between two objectives: on the one hand, the conservation of the natural environment, and on the other, the recreational enjoyment of the public. This is a task made especially difficult by a number of factors. There has been much discussion in the research literature over the past few decades on various key issues impacting on the effective management of visitors and visitation to protected areas. The purpose of this chapter is to provide a brief overview of some of those visitor-related issues prior to turning attention later in the report to ways in which marketing and promotion as a management tool can be used to address such issues.

A range of issues have been identified in research regarding the marketing and promotion of national parks and other protected areas. Three notable studies were by Australian Heritage Commission and Sustainable Tourism Cooperative Research Centre (STCRC) (2001), National Tourism and Heritage Taskforce (2003), and Tourism and Transport Forum Australia (2004). Table 1 highlights some of the concerns and issues identified by those studies. The following discussion explores some of these issues and others in more detail.

Table 1: Issues/concerns identified by research among protected area agencies

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Tension between need to protect places and pressure to provide public access</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pressure for scant resources for conservation to be diverted to managing tourism</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sensitivity regarding information about the location of, and directions to, heritage sites to which public access may be undesirable or unsuitable</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The effect that increased use will have on surrounding areas</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The cultural and intellectual property implications of tourism, such as respect for sensitive information, copyright and use of images in marketing and promotion</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor market recognition of particular places within Australia</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current domestic and international marketing efforts are not particularly effective in promoting natural and cultural heritage values</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination of marketing efforts for regional attractions is limited</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitors are not adequately informed or educated before visiting destinations</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensuring culturally appropriate behaviour (e.g. respect for Anangu wishes not to climb Uluru)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitor safety (e.g. ensuring adequate information about hazards is available to visitors when planning their trips and the risks associated with certain activities, such as swimming and crocodiles in Kakadu National Park and heat stress, heart attacks or falls on the Uluru climb)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensuring parks are accurately portrayed and promoted to avoid unrealistic visitor expectations (e.g. marketing sites where access may be restricted due to the seasonal conditions can have a negative effect on visitor satisfaction)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Conflict between Different User Groups and Activities

The growth in demand for most forms of outdoor recreation is one of the main reasons for rising conflicts. Further complicating the effects of rising demand are changes in the way some activities are pursued. Technology-driven activities like off-road motorised vehicle driving, mountain-biking, and jet boating are rising in popularity. Numbers of participants in activities like wildlife viewing, bird watching and nature photography also are growing very rapidly. The prospects for conflicts between these activity groups are considerable. The limited supply of suitable public land has meant that the chronic popularity and rising conflicts evident in many outdoor recreation settings has forced protected area agencies to implement strategies aimed at discouraging and reducing demand for a setting or service.

Crowding/Carrying Capacity

Issues surrounding crowding and carrying capacity across a range of visitor experiences and types of outdoor recreation have resulted in park agencies in some cases using the marketing mix for discouraging participation. In Canada for example, its national protected area agency has determined that current product marketing strategies are to be replaced by a focus on social marketing and demarketing strategies aimed at appropriate target audiences with messages focusing on ecological integrity. The agency is also taking steps to more closely work with regional and provincial recreation and tourism marketing organisations to educate them about the stresses on ecological integrity caused by current or increased use levels, and to encourage them to incorporate appropriate ecological integrity messages in their marketing programs.

Lack of Prioritisation of Conservation Messages in Promotion and Marketing Communications

Promotional and marketing materials tend not to include messages relating to conservation. This was borne out in a study by Wearing and Nelson (2004) who content analysed 56 holiday brochures distributed by Australian STOs and travel agents. Their study found that almost all mentioned national parks but only four contained any kind of environmental or conservation message. Another study by Burns and Murphy (1998) compared the content of promotional material and the results of a visitor survey for the Great Barrier Reef Marine Park Authority. They found that observing marine life and learning about the reef were important motivators for visitors; however there was limited use of marine life images in brochures, and little use of educational and ecological messages in promotional material. Protected area managers need to work with the tourism industry to ensure sites are marketed in accordance with designated use and management intent (Watkinson 2002; Beeton 2003). There is opportunity for educating existing and potential visitors regarding appropriate environmental behaviour at point of information gathering and within marketing and promotional literature.

Researching Existing and Potential Visitor Markets and Their Needs

The use of tools such as market research, so critical in any marketing program, for understanding visitor markets and their needs, has increased, but park management agencies do not have documented procedures for prioritising which audiences to target, which messages and programs to deliver, and how to deliver them.

Ineffective Distribution of Information

People often lack information about options for visiting natural and cultural heritage places, what the values and themes of specific heritage places are and how to link places in developing their itinerary. More importantly, people do not know where to look for such information. The multi-level system of administration for national parks presents particular problems for international visitors intending to travel to several States or Territories during one trip (Wearing & Nelson 2004). The parks information dispersal and promotion system is not easily navigable for international tourists.

Recognition has been given to the need for national parks agencies to do more to inform the general public about what they have to offer through the mass media, as this is perceived as the most accessible information source (The National Tourism and Heritage Task Force 2003; Griffin & Vacaflores 2004). New South Wales and Queensland focus groups indicated a general understanding and support for conserving areas in their natural state, but there was a lack of awareness of the broader range of recreational opportunities parks offered and the attractive features they possessed (Griffin, Wearing & Archer 2004).
Confusion as to Who Markets/Promotes National Parks to Existing and Potential Visitors

The dispersed and fragmented nature of ‘stakeholders’ with an interest in marketing national parks and other protected areas raises issues of unnecessary duplication and possible lack of ‘truth’ in information and messages being delivered to existing and potential visitors. Information promoting national parks is disseminated by a wide range of organisations including: protected area agencies, visitor information centres, tour operators, State tourism organisations, regional tourism organisations and corporate businesses. Currently all State tourism organisation websites apart from New South Wales and the Australian Capital Territory (ACT) provide comprehensive information on national parks, trip planning and activities that can be undertaken in the parks. They also provide links to the relevant State/Territory national park website. State forests are mentioned in the Tasmania, ACT, Queensland and South Australian State tourism organisation websites.

Ineffective Use of Information Brokers

In terms of protected areas, information brokers are those groups (and individuals) who provide various types of information to a potential visitor. They control what and how much information is delivered, hence the term ‘broker’. This can include tour operators as well as travel agents, media and protected area managers themselves.

As noted elsewhere in this report, not only do protected area management agencies market their areas for tourism, but so does the tourism industry itself. In this way, the tour operator becomes an influential information broker through its own marketing. A significant issue has been that the messages presented by a tour operator may be quite different from that of the management agency (see Armstrong & Weiler 2002).

Accreditation and licensing tourism businesses is one way to ensure that the ‘correct’ message is being presented to visitors; however such compliance mechanisms require resource allocations that many of the publicly funded management agencies cannot provide.

Promotion through journalism and the general media can give park managers free editorial coverage to a wide audience. The quality and frequency of editorial coverage depends on providing journalists with opportunities to write good stories by offering them site visits, press releases and other communication tools. These can be provided not just by park management agencies but also by tourism operators and agencies.

Lack of Control over Mass Media and Other Information Sources Used By Visitors

Information on national parks is provided through a combination of the public and private sectors. Many individuals and organisations produce the books, brochures, films and websites that provide information to the public. While protected area managers may be able to control the messages provided to visitors on-site, such as signage, maps and leaflets, they have much less control over the external promotion and messages circulating about the protected area through film, guide-books, tourist brochures and the like. Parks agencies have a responsibility to ensure that accurate up-to-date information is available. However they are limited in their ability to control the type of information received by potential visitors, particularly as visitor surveys indicate that word-of-mouth generally plays an important part in influencing visitation to national parks (Eagles & McCool 2002; DOCNZ 2000).

The Internet has been confirmed as a major travel planning and marketing tool (Luo, Feng & Cai 2004) but it is currently under-utilised for profiling natural and cultural heritage places for travellers. Themes need to be developed to blend environment, heritage and tourism from a demand perspective; i.e. what people are interested in (The National Tourism and Heritage Task Force 2003).

Partnerships and Packaging

The key to developing successful partnerships through packaging of products lies in the stakeholders’ mutual understanding and respect for the differing objectives of the participants. For the tourism industry the focus will be on commercial advantage (e.g. specified increase in market share). For park agencies the goals will be community and environment related (e.g. preservation of a historic site). Both parties need to recognise that they operate under very different legal, social, economic and environmental constraints. Partners also need to be clear that the audience they are addressing in any joint promotion is appropriate for all parties (Higginbottom, Rann, Moscardo, Davis & Muloin 2001; Kelly 2001). The interests of non-participant stakeholders may also be taken into account (e.g. in the development of training courses).
Sustainable Marketing Practices

In seeking to begin to address these concerns and issues the main objective of this report is to demonstrate how marketing principles and techniques can be and are already being applied in some instances to the management of visitor use of national parks. Good marketing practices can influence visitation practices by:

- Encouraging visitation across a region in a manner consistent with park and destination management objectives and intent;
- Proactively managing visitors, especially by influencing their expectations, activity and site choice, and on-site behaviour;
- Increasing public support for national parks;
- Encouraging or discouraging specific markets to a national park;
- Educating the public and media about conservation issues; and
- Enhancing visitor satisfaction by ensuring accuracy of pre-visit presentation, thereby setting realistic visitor expectations in relation to the range of nature-based tourism opportunities available.
Chapter 5

PRINCIPLES FOR SUSTAINABLE MARKETING OF PROTECTED AREAS

The report has, so far, identified the potential applications of the marketing concept and its variations to the complex and multi-faceted protected areas/tourism relationship. Some key stakeholder issues that can affect the marketing of protected areas have also been highlighted and discussed. The purpose of this chapter is to now set out a series of guiding principles that can be used to enhance the design and use of marketing in protected area management.

The set of guiding principles that follows is based on the ‘Five Rs’ model developed from a review of literature by Wearing and Archer (2001). They are presented in the diagrammatic schema contained in Figure 1. The set of guiding principles illustrated in Figure 1 and described in Table 2 provides the foundations for an alternative and more sustainable approach to the marketing and promotion of protected areas including national parks. Fundamentally, the Five Rs framework addresses sustainable marketing of natural protected areas at the organisational planning level. However the five guiding principles are easily transferable to the development of marketing strategies and activities at regional and individual park levels. Thus the set of guiding principles proposed herein takes both a macro and micro approach to sustainable marketing of the natural environment.

![Figure 1: The ‘Five Rs’ framework for sustainable marketing of protected areas](SOURCE: Wearing & Archer 2001)

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description of Guiding Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>Sustainable marketing of protected areas should be designed and undertaken in a responsible and ethical manner.</td>
</tr>
<tr>
<td>Realistic</td>
<td>To be sustainable, marketing of protected areas should be done in a manner that disseminates realistic images and information to existing and potential visitors.</td>
</tr>
<tr>
<td>Regional</td>
<td>Sustainable marketing of protected areas should be designed and used in a regional context.</td>
</tr>
<tr>
<td>Research</td>
<td>Research is a fundamental building block of sustainable marketing and should be carried out and integrated into marketing planning and strategies.</td>
</tr>
<tr>
<td>Relationships</td>
<td>Cooperative relationships between relevant land management, industry and community stakeholders can benefit all.</td>
</tr>
</tbody>
</table>
Most importantly, the environmental conservation philosophy inherent in protected area management is placed at the centre of the model. Such a configuration acknowledges and emphasises the sustainable protection of environmental integrity as the ultimate goal of protected area management, and contends that this message must be emphasised by protected area management agencies and the tourism industry in all channels of their marketing communications to all target markets.

The Five Rs framework for sustainable marketing is therefore a supply led, customer aware and collaborative marketing management framework based on five strategic and inter-related guiding principles. Chapter 6 provides case study illustrations of each principle in the context of the different marketing approaches discussed earlier in Chapter 2 and the key issues identified in Chapter 4.

This report seeks to identify ways forward for parks agencies and the tourism industry to work together in the design, development and application of sustainable marketing and promotion of natural areas to current and potential visitors. Key to achieving this aim is to demonstrate how agencies and industry might look to utilise the guiding principles for marketing and promotion presented in this chapter with the various marketing approaches discussed in Chapter 2 in order to address the kinds of issues identified in Chapter 4. In doing so, Figure 2 presents a diagrammatic outline of the various linkages in such a framework. It is not claimed that such a framework is definitive in and of itself, rather, it serves to provide ideas on the significant and varying ways marketing can, and indeed does, provide an important and valuable management tool. Many of the linkages identified in Figure 2 are operationalised and illustrated in the following chapter by practical real world examples from Australia and overseas.

**Figure 2: Framework for linking key issues with marketing approaches and guiding principles**

<table>
<thead>
<tr>
<th>Issues</th>
<th>Marketing approach/es used to address issue</th>
<th>Guiding principle/s</th>
</tr>
</thead>
</table>
| Lack of conservation messages in marketing and promotional materials | Ecological marketing  
Social marketing  
Relationship marketing | Responsible  
Realistic  
Relationship-based |
| Conflict between visitors groups and activities | Demarking | Realistic  
Regional Research |
| Inequities in access to parks                | Social marketing  
Demarking | Responsible  
Research Regional |
| Crowding in parks                           | Demarking | Regional  
Realistic Research |
| Lack of detailed visitor information        | Traditional marketing  
Ecological marketing | Realistic  
Regional Relationship-based |
| Ineffective use of information brokers      | Relationship marketing | Relationship-based |
| Confusion as to markets/promotes parks to current and potential visitors | Relationship marketing | Relationship-based Regional |
| Lack of control over mass and other media sources used by visitors | Relationship marketing | Relationship-based Responsible |
| Ensuring the protection of ecological integrity | Ecological marketing  
Demarking  
Relationship marketing | Responsible  
Realistic Relationship-based |
| Ensuring the protection of cultural and historical heritage | Social marketing  
Relationship marketing | Relationship-based |

15
<table>
<thead>
<tr>
<th>Issues</th>
<th>Marketing Approach/es used to address Issue</th>
<th>Guiding Principle/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural and intellectual property implications of tourism, such as respect for sensitive information, copyright and use of images in marketing and promotion</td>
<td>Relationship marketing</td>
<td>Relationship-based Responsible Realistic</td>
</tr>
<tr>
<td>Expansion of economic and employment benefits of nature-based tourism in regional areas</td>
<td>Relationship marketing</td>
<td>Relationship-based Regional</td>
</tr>
<tr>
<td>Lack of cooperative partnerships and sponsorship programs</td>
<td>Relationship marketing</td>
<td>Relationship-based Regional</td>
</tr>
</tbody>
</table>
EXAMPLES OF GOOD PRACTICE

The following examples of good practice illustrate how some parks agencies and tourism operators and promoters have used different marketing approaches to address the types of issues identified in Chapter 4. The examples provide evidence of the implementation across industry stakeholders of the principles identified in Chapter 5 which undergird a sustainable approach to marketing and promotion of tourism in protected areas such as national parks.

Table 3: Examples of good practice in marketing and promotion of protected areas

<table>
<thead>
<tr>
<th></th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PARKS CANADA</td>
</tr>
<tr>
<td>2</td>
<td>WET TROPICS MANAGEMENT AUTHORITY</td>
</tr>
<tr>
<td>3</td>
<td>GREAT SOUTHERN TOURING ROUTE INC.</td>
</tr>
<tr>
<td>4</td>
<td>ISLAND ESCAPE TOURS, KANGAROO ISLAND</td>
</tr>
<tr>
<td>5</td>
<td>NAMADGI NATIONAL PARK VISITOR GUIDE</td>
</tr>
<tr>
<td>6</td>
<td>GREAT TEXAS COASTAL BIRDING TRAIL</td>
</tr>
<tr>
<td>7</td>
<td>TRAIL OF THE GREAT BEAR, ALBERTA</td>
</tr>
<tr>
<td>8</td>
<td>VISITING JOURNALISTS PROGRAM</td>
</tr>
<tr>
<td>9</td>
<td>GREAT BARRIER REEF MARINE PARK AUTHORITY</td>
</tr>
<tr>
<td>10</td>
<td>SOUTH AUSTRALIA DEPARTMENT OF ENVIRONMENT &amp; HERITAGE</td>
</tr>
<tr>
<td>11</td>
<td>PARKS CANADA WEBSITE</td>
</tr>
</tbody>
</table>

Example 1: Parks Canada

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Parks Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Canada</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Ensuring the protection of ecological integrity</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Ecological marketing; Social marketing; Demarketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Responsible, Realistic, Relationship</td>
</tr>
</tbody>
</table>

Key Issue/s Addressed and Approach Taken
Like protected areas in other countries, the national parks of Canada are under serious threat from stresses originating both inside and outside park boundaries. These stresses and impacts include habitat loss and fragmentation, air and water pollution, use of pesticides, loss of flora and fauna species, introduction of exotic species, and human over-use. Ecological integrity is at the core of Parks Canada’s mandate. Given this critical scenario, Parks Canada is now addressing the greater challenge of making the hard decisions to phase out, reduce or mitigate uses and facilities not considered appropriate to sustaining ecological integrity.

Ecological integrity is affected not just by the impacts of particular activities or particular levels of use, but also by the attitudes, values, beliefs, and behaviours of park visitors and regional communities and partners. Demand management needs to be explained to visitors and the public in terms of ecological integrity.
Canadians generally have a clear image of select icon national parks, such as Banff National Park. There is however no clear image of national parks as a system, of Parks Canada as an organisation, or of managing for the protection of ecological integrity as the first priority of national parks.

In a report on protecting the ecological integrity of Canada’s national parks submitted to the Canadian government in early 2000, an expert panel found that, to date, Parks Canada’s marketing staff had been engaged in product marketing activities whereby national parks are marketed and promoted as tourist destinations (Parks Canada 2000). The report was critical of such a marketing approach as inappropriate in that it demonstrated little or no regard to the serious stresses and threats from current levels of visitor use, for the implications of increased visitor use on ecological integrity, and sent no ecological integrity messages to target markets.

The report recommended that current product marketing strategies be replaced with a focus on social marketing and demarketing strategies aimed at appropriate target audiences with messages focusing on ecological integrity. The report also recommended that Parks Canada work with regional and provincial tourism marketing organisations to educate them about the stresses on ecological integrity caused by current or increased use levels, and to encourage them to incorporate appropriate ecological integrity messages in their marketing programs and promotional materials.

Since the panel’s report was accepted by the government in 2000, there have been a number of indications that Parks Canada has implemented most, if not all, of the Panel’s recommendations. For example, Parks Canada signed an accord in 2001 with the Tourism Industry Association of Canada to guide collaborative efforts between the two organisations “to foster sustainable tourism, tourism that is economically viable, environmentally supportable and culturally acceptable… as well as maintaining and enhancing the ecological… integrity” of national parks.

Example 2: Wet Tropics Management Authority

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Wet Tropics Management Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Queensland, Australia</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Cultural and intellectual property implications of tourism</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Relationship marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Relationship, Responsible, Realistic</td>
</tr>
</tbody>
</table>

Key Issue/s Addressed and Approach Taken

The Wet Tropics World Heritage Area (WTWHA) is an internationally acclaimed visitor destination in north Queensland, Australia. It is home to more than 3000 plant species and at least 25 vertebrate animals are regarded as rare, threatened or endangered. It also has high cultural values, being the home of more than 20 Aboriginal tribal groups. The Wet Tropics Management Authority (WTMA) was created in the late 1990s as the body responsible for ensuring that the World Heritage Area is managed in accordance with the requirements of listing under World Heritage Convention.

In 2000 a Nature Based Tourism Strategy was finalised to provide a strategic framework for management and future development of nature based tourism activities within the WTWHA. The strategy was developed through a partnership approach between management agencies, tourism industry, conservation groups, aboriginal people and the broader community.

Around the same time as the Nature Based Tourism Strategy (2000) was being completed, a research report by the Rainforest Cooperative Research Centre (Bentrupperbaumer & Reser 2000) examined how over 2000 items of printed materials identified and represented the World Heritage Area. This report identified that there were many inaccuracies, misrepresentations and promotional biases in the material, with little vetting of commercially prepared material by protected area agencies.

In response, the WTMA decided to develop a marketing action plan. One of the outcomes of this process has been the development of an image library, available to tourism operators, which incorporates a range of appropriate photographic images and associated text. For example, images such as Barron Falls in full flood have text that alerts visitors that this is best seen in the wet season. Similarly, images of nocturnal animals, such as the lemuroid possums, make it clear that these animals are found on the Tablelands and not in the Daintree lowlands.

Aboriginal groups have and continue to provide comments on images to ensure they do not depict culturally sensitive sites or images that are culturally inappropriate. They have also been invited to supply images that reflect their country and customs. Images that send the wrong behavioural messages, such as feeding wild
animals, are absent. Instead, text of management messages is supplied to make visitors better aware of appropriate behaviour within the World Heritage Area.


Example 3: Great Southern Touring Route Inc.

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Great Southern Touring Route Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Victoria, Australia</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Expansion of economic and employment benefits of nature-based tourism in regional areas</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Relationship marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Relationship, Regional</td>
</tr>
</tbody>
</table>

**Key Issue/s Addressed and Approach Taken**

In 1993 a commercially focused cooperative marketing alliance of tourism operators, tourism associations, marketing committees and local government was formed under the name of Great Southern Touring Route Inc. This cooperative alliance was originally established in response to a demand from international markets to create short touring opportunities that covered a variety of countryside, and is now promoted domestically as well as internationally. The Great Southern Touring Route (GSTR) is a self-drive circular touring route connecting some of regional Victoria’s key tourism attractions, both natural and built. The route begins in Melbourne and travels to Geelong, along the Great Ocean Road to Warrnambool, inland to the Grampians and on to Ballarat, travelling through many of the State’s major national parks.

The GSTR’s stated goal is “to spread the economic benefits of tourism to regional Victoria by establishing the GSTR as Australia’s most popular touring option for international and interstate visitors” (Geelong Otway Tourism).

The GSTR committee has regional tourism association representatives from Geelong Otway Tourism, Shipwreck Coast Tourism, Northern Grampians Tourism and Ballarat Tourism. While primarily a tourism initiative, through the GSTR committee’s links with Parks Victoria, there is significant cross promotion between Parks Victoria and the associated tourism associations as well as the GSTR itself.

For further information: http://www.greatsoutherntouring.com.au

Example 4: Island Escape Tours/Sealink Tours, Kangaroo Island

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Island Escape Tours &amp; Sealink Tours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Kangaroo Island, South Australia</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Pre-visit education of visitors on appropriate behaviour in marketing and promotional materials</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Ecological marketing; Social marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Responsible, Realistic</td>
</tr>
</tbody>
</table>

**Key Issue/s Addressed and Approach Taken**

This report has highlighted the importance for parks agencies as well as tourism operators and marketers to provide pre-visit information and guidelines on what is appropriate behaviour during a visit to a national park or other protected area. The following two examples from Kangaroo Island demonstrate that some within the tourism industry are taking steps to provide such information to their clients.

Sealink Tours of Kangaroo Island operates the ferry linking the island to the South Australian mainland. The brochures for Sealink Kangaroo Island include the following message:

Kangaroo Island is a special place with a delicate environment. We are all very proud of it and ask you to tread lightly and be very careful to leave it exactly as you found it. Use the rubbish bins provided or preferably bring out everything that you take in. Take nothing but photos, leave nothing but footprints.
Island Escape Tours includes conservation messages in its holiday brochures:
At Island Escape Tours we are aware that some of the environments we visit are fragile. It is important to us to protect these precious areas. You can be assured that every effort is made to leave no trace of our visit. Small group sizes help us achieve this goal. This allows the sensitive Tasmanian environment to be enjoyed by all including its permanent residents – the unique wildlife.

Example 5: Namadgi National Park Visitor Guide

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Environment ACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Australian Capital Territory (ACT)</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Lack of detailed visitor information</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Traditional marketing; Ecological marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Responsible, Realistic</td>
</tr>
</tbody>
</table>

Key Issue/s Addressed and Approach Taken
Griffin, Wearing and Archer (2004) found in their study of New South Wales and Queensland residents that many people perceive a general lack of detailed and informative material that can assist them in making decisions on which parks to visit to meet their needs. Environment ACT is the agency responsible for managing the national park estate of the Australian Capital Territory, and has developed over the past few years a series of comprehensive guidebooks on their individual parks available to visitors. One of the ACT’s more popular national parks is Namadgi. Namadgi National Park is readily accessible (within 1 hour of Canberra’s CBD) to the resident population of Canberra and therefore is predominantly used for day-based activities. The most common activities are centred around walking, cycling, horse riding and orienteering.

The guidebook folds out to a large and detailed map of Namadgi National Park and surrounds with information on campgrounds and picnic areas (including facilities provided); walking tracks and trails (including length and walking times); facts and figures; vegetation communities, activities and where they are permitted. The guidebook goes further by also incorporating into its design conservation, minimal impact and safety messages, and volunteering information. Because the information is all on one map, as people read what they can do, and where and when, they also are reading the conservation messages.

Example 6: Great Texas Coastal Birding Trail

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Texas, USA</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Lack of cooperative partnerships and sponsorship programs</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Relationship marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Relationship, Regional</td>
</tr>
</tbody>
</table>

Key Issue/s Addressed and Approach Taken
The Great Texas Coastal Birding Trail (GTCBT) has been developed to provide a high quality birding experience to attract much-needed income to depressed Texas coastal communities and to raise local perception of the value of birds and their habitats. Texas has more species of birds (over 600) than any other US State, and most of these species reside or migrate along the coast. Driven principally by the Texas Parks and Wildlife Department and a private consultant (Fermata Inc), it has involved a partnership between government agencies, private landholders, conservation groups, businesses and communities, and has used funding primarily from a federal government grant. About 300 suitable birding sites were selected for which local sponsors and/or partners would provide maintenance and management, and then organised into a cohesive trail linked to the coastal highway system. Maps and signage were produced, and enhancements were funded at selected sites, such as landscaping, observation platforms and boardwalks. The development of the trail received substantial
publicity in the mass media, progressively increasing interest from local communities in having their sites included.

According to Fermata Inc, the trail has been an ‘unmitigated success’, exceeding the expectations of most participants in terms of visitor demand and interest from local communities and the media. They claim that Texas is now recognised as a premier destination for birders throughout the US, and communities continue to invest in improved sites for birders and purchase habitat for additional destinations. They also report that local communities are becoming increasingly aware of the value of their natural resources and the need for its protection. Visitor surveys run by Fermata Inc indicate substantial additional expenditure in the region by visitors from elsewhere as a result of the Trail. A key lesson from the experience is reported to have been the “absolute need for an organized, succinct, and well-defined strategic plan” (p.8). Similar initiatives have now been spawned elsewhere in Texas and in other States, having witnessed the success of the GTCBT, and are also providing successful (Eubanks 2003; J.Herron, Texas Parks and Wildlife, pers.comm., July 2003; see also http://www.fermatainc.com/home.html).

Source: Higginbottom & Tribe 2004

Example 7: Trail of the Great Bear, Alberta

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Trail of the Great Bear</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Alberta, Canada</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Ensuring the protection of cultural and historical heritage</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Social marketing; Relationship marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Responsible, Relationship</td>
</tr>
</tbody>
</table>

Key Issue/s Addressed and Approach Taken
The Trail of the Great Bear is a touring route covering some 2,000 miles of the Rockies in Canada and the United States. The trail links the world’s first national park, Yellowstone, to Canada’s first national parks, Banff and Jasper, and derives its name from the great bear of the Rocky Mountains. It was conceived by Beth Russell in the mid 1980s and was a partnership concept which tapped into funding sourced from small grants and other sources. Today the Trail of the Great Bear is supported by a partner consortium consisting of over 350 public sector organisations and small and medium sized tourism enterprises. This consortium promotes awareness of the geo-region and converts that awareness into tourism sales.

The Trail of the Great Bear is an example of an ecosystem-based approach to tourism, focusing on creating awareness of the region’s natural and cultural heritage. As a geographical concept the Trail links the major habitats of the grizzly bear. As a tourism initiative, the trail is committed to the well-being of the region’s communities by promoting a greater understanding and awareness of the resources upon which it is based (Notzke 2004). Aboriginal North America constitutes an important aspect of the trail’s sense of place. The trail offers unique travel products including learning and enrichment programs, special interest group tours, customised self-drive itineraries, guiding services, and brand merchandising.

Example 8: Visiting Journalists Program

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Tourism Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Australia</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Ineffective use of information brokers</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Relationship marketing; Traditional marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Relationship, Responsible, Realistic, Regional</td>
</tr>
</tbody>
</table>

Key Issue/s Addressed and Approach Taken
Preparing and disseminating visitor information and promotional materials is an important aspect of a marketing program. As this report has already shown, however, in many cases there is ineffective use of information
brokers in distributing and communicating the kinds of messages that parks agencies want current and potential visitors to receive. The media can be used to assist in this process although they are arguably under-utilised.

Tourism Australia is a Federal Government statutory authority responsible for international and domestic tourism marketing. One of the main stated objectives of Tourism Australia under the *Tourism Australia Act 2004* is to “help foster a sustainable tourism industry in Australia”. Tourism Australia operates two key programs dedicated to getting the maximum positive exposure for Australian travel product in the world’s media – the International Media Relations program and the Visiting Journalists Program. The Visiting Journalists Program is based on the principle that journalists can produce better, more motivating and detailed coverage if they actually experience a destination or product. Each year, Tourism Australia, in consultation with State and Territory tourism organisations (STOs), sponsors more than 1000 print and broadcast journalists and film crews to Australia. Importantly, they cover all types of destinations within Australia. Publicity generated by these visits has led to over $2 billion of tourism revenue and reaches more than one billion people around the globe every year.

Source: Tourism Australia Website: www.tourism.australia.com

**Example 9: Great Barrier Reef Marine Park Authority**

| Agency/Organisation: | Great Barrier Reef Marine Park Authority |
| Location: | Queensland, Australia |
| Key Issue/s: | Lack of cooperative partnerships and sponsorship programs |
| Marketing Approach: | Relationship marketing |
| Guiding Principles Represented: | Relationship |

**Key Issue/s Addressed and Approach Taken**

For the Great Barrier Reef Marine Park, marketing and promotion is undertaken exclusively by the tourism industry. The Great Barrier Reef Marine Park Authority (GBRMPA) has identified a number of issues which are impacting on the tourism industry and is becoming more involved in assisting industry to address these issues. With regard to sustainable tourism and best practice, GBRMPA is pursuing a cooperative approach, based on incentives rather than regulation. The goal is to reduce the amount of regulation through increased education. To achieve this, continued dialogue between the GBRMPA and the tourism industry is needed to build up trust and goodwill. As an incentive to portray realistic experiences, longer-term permits are offered to operators who are certified, of which “truth in marketing” is a factor.

**Example 10: South Australia Department of Environment & Heritage/South Australian Tourism Commission**

| Agency/Organisation: | SA Dept. of Environment & Heritage/SA Tourism Commission |
| Location: | South Australia |
| Key Issue/s: | Lack of cooperative partnerships and sponsorship programs |
| Marketing Approach: | Relationship marketing |
| Guiding Principles Represented: | Relationship |

**Key Issue/s Addressed and Approach Taken**

The South Australian Department of Environment and Heritage (DEH) works closely with the South Australia Tourism Commission (SATC) to be involved in the ‘Secrets’ Campaign and have dedicated national parks pages in these tourist brochures. DEH is gradually refining the information to focus more on activities that can be undertaken and also information and messages about conservation and the work of parks that they would like to get out to the world (pers.comm. Claire Savage, Manager, Visitor Management Services, DEH).
Example 11: Parks Canada Website

<table>
<thead>
<tr>
<th>Agency/Organisation:</th>
<th>Parks Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>Canada</td>
</tr>
<tr>
<td>Key Issue/s:</td>
<td>Use of Internet to disseminate visitor information</td>
</tr>
<tr>
<td>Marketing Approach:</td>
<td>Traditional marketing; Social marketing; Ecological marketing</td>
</tr>
<tr>
<td>Guiding Principles Represented:</td>
<td>Responsible, Realistic, Regional, Research, Relationship</td>
</tr>
</tbody>
</table>

**Key Issue/s Addressed and Approach Taken**

Parks Canada’s website is at the cutting edge of information dissemination for the public and visitors. Their website provides a wealth of information on the parks system in Canada and individual parks and what activities are permitted and facilities provided in each. One of the innovative approaches Parks Canada has taken with the design of their website is to provide people with detailed information about the need to protect the park system’s ecological integrity. For example, the website has a page dedicated to ‘spotlighting’ various aspects relating to sustaining the parks/people relationship. Links permit the Parks Canada website visitor to enter web pages containing information on such subjects as ‘Species at Risk’, ‘World Heritage’, ‘Parks and People’, ‘Time for Nature’, along with a ‘Campground Reservation Service’. At all times, the message is reinforced that the first priority is always to protect Canada’s ecological integrity.
Chapter 7

RECOMMENDATIONS AND ACTIONS

This report demonstrates there are a number of opportunities, exemplified by national and international good practice examples, for partnerships between park management agencies and the tourism industry for the marketing of protected areas in alignment with the five guiding principles presented herein.

The report has investigated the marketing of national parks and other protected areas. It has explored key concerns and issues relating to the management of current and potential visitors to national parks, and has explored how a range of alternative marketing approaches can provide a way forward in sustainably marketing and promoting visitation to national parks. Moreover, the report has identified ways in which protected area managers and the tourism industry can, and are, working together to more effectively market and promote protected areas.

The recommendations that follow are organised according to the five guiding principles described in the report. In addition, the recommendations address the types of issues identified earlier in the report (see Chapter 4) and fit within the various approaches to marketing which are available to protected area managers and the tourism industry (see Chapter 2). When combined, the good practice examples and recommendations serve to illustrate various ways forward in achieving the goal of sustainable marketing and promotion of visitation to protected areas.

Responsible

At all times the marketing and promotion of visitation to national parks and other protected areas should be done so in a responsible and ethical manner. This can be achieved by recognising that:

- Conservation messages should guide the marketing and promotional strategies and activities of protected area agencies and all other relevant stakeholders;
- Messages highlighting the threats to environmental integrity caused by visitor use should be delivered to target markets to either reinforce responsible or modify irresponsible visitor behaviour. Such promotional and communication campaigns can be delivered on-site to current and potential target markets, and information should be readily accessible;
- The development of voluntary codes of practice for park agencies, nature tourism operators and marketing bodies should be pursued;
- Marketing and destination promotion activities should target identified appropriate markets only, rather than the generic mass market;
- In situations of excess demand, lack of supply, or conflicting use, demarketing strategies are appropriate to discourage the level of demand for a particular setting or activity;
- The content of marketing campaigns should be comprehensive, balanced and accurate so that the appropriate messages are conveyed; and
- Support mechanisms and resources should be committed to sustaining the marketing campaign for its design life.

Realistic

From a conservation agency’s perspective, marketing and promotion can be used as a proactive tool for visitor management and to get conservation messages out to a wider audience. From the tourism industry’s perspective, marketing and promotion is used to sell their product and build their business. For both, it is important that visitor expectations are realistic, as this contributes to visitor satisfaction. Recommendations for making marketing and promotion more realistic include:

- The prior expectations of first time visitors to a protected area setting need to be carefully shaped to ensure that on-site experiences meet or exceed expectations and satisfaction levels are maximised. Promise less, deliver more;
- If there is a mismatch between a destination’s image and the actual destination, then potential for unsatisfactory visitor experiences is increased. This can lead to negative word-of-mouth and fewer repeat visitors;
- Fundamentally, any information or images disseminated must be truthful; and
• Park agencies should recognise the diversity of values and opinions that exist within and between communities and provide marketing material that is appropriate based on the variety of market segments that are users and potential users of parks.

Regional
Sustainable marketing of natural protected areas should be designed and used in a regional context that takes account of the spectrum of different setting and experience types on both public and private land tenures. This might entail:
• The location of ‘icon’ settings being defined within selected regions and targeted promotion campaigns can then focus on these settings;
• Settings that provide for more low-key and remote experiences can be promoted to alternative and more appropriate target markets such as independent bushwalkers, adventurers and small group eco-tourists;
• ‘Packaging’ of tourism products that provides better access for visitors, opportunities for regional areas to showcase their less-known attractions and extend the length of stay of visitors in their region, and opportunities for tourism operators to position new products in the marketplace; and
• Encouraging visitation across a region in a manner consistent with park and destination management objectives and intents.

Research
Market research is a fundamental building block for the sustainable marketing of natural protected areas and should be carried out and integrated into marketing strategies and planning initiatives. It is imperative that:
• Sustainable marketing be built upon an understanding of the values, needs, characteristics, and behaviour of target markets;
• The size of target markets and the likely costs and benefits of addressing market segments be carefully evaluated;
• Market research allows for the understanding of various influences on visitor demand and be undertaken on a systematic, ongoing basis;
• Research be undertaken that provides a systematic basis for policy and planning where the information content in marketing should be matched to market segments and this should direct the on-site interpretive programs to provide a comprehensive, balanced and accurate experience that is satisfying for the visitor;
• Research be conducted to ensure the agency is able to develop a comprehensive policy concerning marketing and is able to link this systematically to management strategies and particularly interpretive strategies;
• Every effort be made by parks agencies, tour operators and tour managers to better understand their key target markets needs, interests and preferred media/communication channels;
• Marketing campaigns are monitored and feedback from visitors and non-visitors is provided through research;
• Performance criteria are developed to measure the effectiveness of campaigns and programs are these are evaluated and reviewed within appropriate timeframes; and
• Development and testing of marketing programs (social and demarketing) be undertaken in a case study approach to assess their value and provide guidelines on their implementation.

Relationships
While it is necessary for park management agencies to develop and implement their own marketing services and programs, they may benefit greatly by utilising the expertise of the private sector in marketing national parks. Parks Victoria provides a very good example of an Australian park management agency which has increasingly utilised external marketing organisations to assist in developing marketing programs and strategies.
For providers of outdoor recreation opportunities, whether public or private, although understanding the needs, behaviour and characteristics of their customers will continue to be an important element of their marketing strategies, finding a balance between attracting more customers and ensuring the long term protection of the natural resources upon which much outdoor recreation is based will continue to challenge them. There are opportunities for cooperative alliances between protected area agencies, local community and indigenous groups, private operators and other NGOs, so that sustainable and effective approaches to marketing a range of outdoor-based products to identified target markets are created. This can ensure that all stakeholders are working towards the sustainable management of natural resources and recreational opportunities with the goal of broad-based benefits for all.
A cooperative approach to marketing is likely to provide businesses with access to new or more varied sources of potential customers. For example, attractions in relative proximity to each other or of a similar nature commonly attract more visitors through joint promotion. The provision of packages incorporating the total holiday experience is facilitated by cooperation among suppliers involved. Cooperative marketing also spreads the cost among a number of organisations, and allows them to participate in more ambitious campaigns (Kelly 2001).

Sustainable marketing of natural protected areas therefore should recognise that cooperative marketing strategies and campaigns between protected area agencies, tourism operators, State, regional and local tourism organisations, and community representatives can benefit natural resources as well as society. This can be achieved by acknowledging that:

- Protected area agencies need to establish and strengthen their relationships with key stakeholders to ensure the realistic promotion and delivery of quality park experiences, and the communication of responsible visitor behaviour to a range of appropriate target markets;
- Since protected area agencies are usually constrained by limited resources, strategic collaborative partnerships can provide a cost-effective means of implementing sustainable marketing strategies;
- Marketing of national parks, whether initiated by the management agency, tourism operators or tourism organisations, should seek to build strong, mutually beneficial relationships with the broader public, with emphasis given to trust and social responsibility; and
- Tourism organisations and park agencies need to pursue joint research agendas to ensure adequate directions for marketing campaigns and to ensure commonality in research agendas.
REFERENCES


Department of the Environment and Heritage (2003). Tourism and Heritage Framework – A tool to integrate tourism and heritage issues in the planning and assessment of regions, places and tourism products.


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The Sustainable Tourism Cooperative Research Centre (STCRC) is established under the Australian Government's Cooperative Research Centres Program. STCRC is the world's leading scientific institution delivering research to support the sustainability of travel and tourism - one of the world's largest and fastest growing industries.

Research Programs

Tourism is a dynamic industry comprising many sectors from accommodation to hospitality, transportation to retail and many more. STCRC's research program addresses the challenges faced by small and large operators, tourism destinations and natural resource managers.

Areas of Research Expertise: Research teams in five discipline areas - modelling, environmental science, engineering & architecture, information & communication technology and tourism management, focus on three research programs:

- **Sustainable Resources:** Natural and cultural heritage sites serve as a foundation for tourism in Australia. These sites exist in rural and remote Australia and are environmentally sensitive requiring specialist infrastructure, technologies and management.

- **Sustainable Enterprises:** Enterprises that adhere to best practices, innovate, and harness the latest technologies will be more likely to prosper.

- **Sustainable Destinations:** Infrastructural, economic, social and environmental aspects of tourism development are examined simultaneously.

Education

**Postgraduate Students:** STCRC's Education Program recruits high quality postgraduate students and provides scholarships, capacity building, research training and professional development opportunities.

**THE-ICE:** Promotes excellence in Australian Tourism and Hospitality Education and facilitates its export to international markets.

Extension & Commercialisation

STCRC uses its research network, spin-off companies and partnerships to extend knowledge and deliver innovation to the tourism industry. STCRC endeavours to secure investment in the development of its research into new services, technologies and commercial operations.