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INTRODUCTION

Deliverable T1.3.2 "Best practices guide" part of Activity T1.3 "Common indicators definition" aims to collect data taken from the literature on a series of procedures of park management and marketing, best parks management practices globally, and best destination management practices taken from the partners participating in this project.

This guide is a set of examples taken from literature on parks management and promotion, exploring through opportunities and challenges faces by both local/national authorities and communities, at the same time providing examples from global and partner's experiences based on best practices on parks management. The main aim of this work is to provide a framework to parks management through expanding knowledge and contributing to the implementation of the appropriate governance system, based on a management plan model that fits best. Through this framework is aimed to improve the sustainable development and management of tourism in natural parks, having in focus the needs of the environment, local residents, local businesses and visitors.

Parks and protected areas currently encompass 12 per cent of the earth's terrestrial surface and 0.5 per cent of water based surfaces (Lockwood et al., 2006). In conjunction with the protection of these land and sea masses, these areas also serve as major destinations for recreation and tourism-based services and products (Dearden and Rollins, 2002).¹ The principal on which national park concept is based is that of preserving park areas for the nation. The concept has undergone significant changes in terms of type and shape compared to that presented in 1872 by Yellowstone. Originally a wilderness and conservation concept, national parks now integrates a wider set of management objectives (conservation, recreation and economic development). As a result, "there is no single model of national park" (Frost and Hall 2009: 11)². Despite this, national parks are considered as valuable assets for a country and more closely for the communities that own them, offering them and not only, opportunities for free time, relaxation and exercise, good physical and mental health, conservation of biodiversity, climate change mitigation and last but not least, economic development of the zone. This last one is connected to the tourism development, which by its own is considered as one of the pillar industries contributing to the economy of many countries worldwide. The relationship between tourism and natural parks resembles a symbiotic

¹ Windekind C. Buteau-Duitschaever, Bonnie McCutcheon, Paul F.J. Eagles, M.E. Havitz and Troy D. Glover "Park visitors' perceptions of governance: a comparison between Ontario and British Columbia provincial parks management models". *Tourism Review*, Vol. 65 No. 4, 2010, pp. 31-50, Q Emerald Group Publishing Limited, ISSN 1660-5373.

² Bell, J., & Stockdale, A. (2019). National Parks as Countryside Management: A 21st Century Dilemma. In M. Scott, N. Gallent, & M. Gkartzios (Eds.), *The Routledge Companion to Rural Planning* (pp. 437-445). Routledge.

coexistence: the tourism sector serves as the main financial supplier for the existence of parks and on the other hand national parks contribute to the development of tourism. Nature-based tourism (NBT) is a powerful tool that countries can leverage to grow and bring jobs to local communities, generate government revenues and foreign exchange, and create new markets for entrepreneurs to sell their goods and services. Successful NBT experiences are emerging from across the world, especially in Southern and Eastern Africa, Southeast Asia, Latin America, and the Caribbean.³ Achieving a balance between realizing the economic benefits of national parks and preserving them by providing environmental protection is a real challenge for all countries. This becomes even more evident challenge for developing countries than developed ones. Economic factors may overshadow ecological considerations (Pigram & Jenkins, 2006). Ma, Ryan and Bao (2009) argue that, in developing countries, the mandates for parks and PAs are not only based on recreation and conservation but also on their economic value in terms of, “the role of national parks as an asset in tourism policies directed by centrally determined economic objectives of income and employment generation” (p.2).⁴ In this context, national /local authority’s priority is finding the appropriate management model for their parks.

In recent years there has been an increasing trend regarding the dedication of a significant part of the agency’s budget for the management of visitors, improvement of infrastructure and very little remains for conservation. (Buckley 2000, Eagles 2002, Queensland Parks and Wildlife Service 2000). While the focus for park agencies may vary, the uniqueness of each park should be considered in selecting a suitable operating model that suits the distinctive characteristics and circumstances of that park as part of a broader management system aimed at achieving sustainable outcomes.⁵

Who is this guide for? There are two main groups of stakeholders who may find this guide useful:

1. National / local authority officers and members considering the future of their parks.
2. Community organizations and social enterprises considering taking on new responsibilities for parks management.

³ Supporting Sustainable Livelihoods through Wildlife Tourism. World Bank Group - Knowledge Series | Tourism for Development.

⁴ Tuan Phong Ly, Honggen Xiao. The Choice of a Park Management Model:A Case Study of Phong Nha-Ke Bang National Park in Vietnam.

⁵ Inglis J., Whitelaw P., & Pearlman M. Best practice in strategic park management towards an integrated park management model. Towards an Integrated Park Management Model. ISBN 1 920704 51 5.

SECTION 1

1. Literature review on parks management and promotion models

1.1 Parks management models

Park management must take into account the relevant circumstances, goals and long-term sustainability of each park within its system. A model that is relevant and a good fit for one park may not suit another park. All elements must be considered: political, social, economic and technical, and intended use decisions made within a scientific based ecological framework. The varying of these factors in different countries has left to a variety approaches to parks management. Park governance system can vary from country to country and from state to state, and a park management model may vary from one park to the next.⁶ Management effectiveness is determined by park's governance system, which consists in three elements: achieving direction, control and coordination. There is much diversity and scope in the governance models employed to deliver park tourism. Glover and Burton (1998, p.143) outlined four institutional arrangements including:

- governmental arrangements, whereby public sector agencies alone provide a public service;
- cross-sector alliances, consisting of a contractual relationship between a public sector agency and a profit-making or not-for-profit organization (e.g., partnerships and contracts);
- regulated monopolies, whereby a non-public organization is granted a monopoly to directly provide public services (e.g., franchise);
- divestiture, whereby public services, lands or facilities are sold or leased to profitmaking or not-for-profit agencies.

All these arrangements for service delivery of tourism occur in parks and protected areas. Many park agencies use the profit-making commercial sector or the non-profit private sector to deliver some services, with the park agency in a supervisory role. Glover and Burton assume that the starting point of discussion is the ownership of parks by the public sector, without fully exploring the obvious alternative, the ownership and operation by the private sector, either profit-making or non-profit (Harper, 2000).

In contrast to Glover and Burton, More (2005) proposed five models:

1. fully public model;
2. public utility model;
3. outsourcing;

⁶ Inglis J., Whitelaw P., & Pearlman M. Best practice in strategic park management towards an integrated park management model. Towards an Integrated Park Management Model.

4. private, non-profit ownership;
5. private, for-profit ownership.

In the fully public model, a government agency operates all tourism services. The public utility model has a government agency functioning as a private corporation. Outsourcing involves the contracting out of some services to private companies. Private, non-profit ownership describes parks being owned and operated by a non-government organization while private, for-profit ownership involves a park being owned and operated by a private company. Graham et al. (2003) developed a classification system to assist with an investigation of governance. They suggested that there are four governance models for parks:

1. government management;
2. multi-stakeholder management;
3. private management;
4. traditional community management.⁷

Graham et al. (2003), Hannah (2006), Eagles (2008), and Eagles (2009) suggest that evaluation of management models can be structured using the key aspects of governance developed by the United Nations Development Program (UNDP, 1997):

1. Public participation,
2. Consensus orientation,
3. Strategic vision,
4. Responsiveness,
5. Effectiveness,
6. Efficiency,
7. Accountability,
8. Transparency,
9. Equity and inclusiveness, and
10. The application of the rule of law.

The delegates to the World Parks Congress (2003, p. 40) accepted these categories and recommended that they serve as a basis for assessing protected area governance, which by itself determine management effectiveness.⁸

The management of a natural park should be performed in at least three categories:

⁷ Paul F. J. Eagles. Investigation governance within the management models used in park tourism. Social Science and Humanities Research Council of Canada.

⁸ Paul F. J. Eagles. Investigation governance within the management models used in park tourism. Social Science and Humanities Research Council of Canada.

1. The management of nature conservation;
2. The management of a business entity;
3. The management of a public institution.

The European Charter for Sustainable Tourism provides an important management model. It is an initiative of EUROPARC, which has long recognized the need to care for both the land and the people who live and work there. National parks are not only facing challenges and pressures arising from the visits to and misuse of the land that they manage; they also have the opportunity and potential to act as catalysts for change in sustainable development and lifestyle at the local, regional, and even national level. The European Charter for Sustainable Tourism in Protected Areas is a practical management tool that enables sustainable tourism development in protected areas. A key element of the charter is a common strategy for sustainable tourism and an action plan based on an in-depth analysis of the situation. The aim of all projects and actions of the charter is to protect the natural and cultural heritage and to continuously improve tourism in protected areas in terms of the environment, local people, and businesses, as well as visitors. Over 20 years of experience have shown that the charter is a useful and important tool that provides social, environmental, and economic benefits.⁹

1.2 Parks management plan

Park management can be achieved through the design and implementation of a management plan which consist in a set of objectives and guidelines. The park management plan must be viewed as valuable and central document by all management and policy level staff involved with a specific park. They should be familiar with its contents, and should make use of it to familiarize new staff with the aims, objectives, management principles and strategies for the park.¹⁰

Objectives of park management plans may include the following:

- To document all relevant information, including historical, biodiversity, archaeological and social context which is relevant for a park.
- To identify and describe all general characteristics of the ecosystems contained within the parks, as well as the regional biodiversity context within which the parks are located.
- To train and guide staff and stakeholders on local / national level institutions on how a specific park should be developed and managed.
- To determine priorities during planning.

⁹ Oleśniewicz P., Pytel S., Patkowska J., Szromek A., Jandová S. (2020). "A Model of the Sustainable Management of the Natural Environment in National Parks-A Case Study of National Parks in Poland".

¹⁰ Ministry of Environment and Tourism. Directorate of Parks & Wildlife Management, Republic of Namibia. Framework and Guidelines for Development of Park Management Plans. August 2011.

- To monitor and evaluate continuously objectives achievement.
- To ensure that parks contribute to sustainable utilization of natural resources and socioeconomic development.¹¹

The primary purpose of management planning is the interpretation and integration of a range of policies, treaties, strategies, business plans and legislative requirements into a geographical overlay that provides an essential framework to guide management of a particular reserve and assure the public that the area is being responsibly managed. Under this umbrella, specific purposes of management plans are seen as being to:

- To ensure reserves are managed to achieve objectives of legislation, stakeholder expectations, corporate goals and conservation management objectives: quality assurance, consistency, prevention of incremental degradation through ad hoc decision making.
- To gain public involvement in reserve management: give the general public a way to have their say about management.
- To develop a shared understanding of and a vision for a reserve: identify the significance of an area, consolidate legislative and policy issues, integrate various elements of management and convey to the public and management staff how the reserve will be protected and visitors provided for.
- To provide public accountability: a "statement of intent" for the community, what we want to achieve and how and the criteria by which the performance of management under the plan will be assessed.¹²

Management planning provides a framework for decision-making in each park. Steps of the management process should be undertaken through a multi-stakeholder process, including indigenous and local communities to ensure their participation, government bodies, tourism sector, NGOs to increase their awareness and promote the exchange of information and best practices. The policy-making, development planning and management process consist of the following steps:

- Baseline information and review;
- Vision and goals;
- Objectives;
- Review of legislation and control measures;

¹¹ Ministry of Environment and Tourism. Directorate of Parks & Wildlife Management, Republic of Namibia. Framework and Guidelines for Development of Park Management Plans. August 2011.

¹² Lead Agency Parks and Wildlife Service Tasmania. Best Practice in Protected Area Management Planning. ANZECC Working Group on National Parks and Protected Areas Management Benchmarking and Best Practice Program.

- Impact assessment;
- Impact management and mitigation;
- Decision making;
- Implementation;
- Monitoring and reporting;
- Adaptive management.¹³

What is in a Management Plan? According to Parks Canada's Guiding Principles and Operational Policies, Management plans are meant to:

- Specify the type and degree of resource protection and management needed to assure the EI of the park and the management of cultural resources;
- Define the type, character, and locale of visitor facilities, activities, and services;
- Identify target groups.¹⁴

The following is an example of Management Plans of Banff National Park, Canada. It helps us understand how a good management plan looks like.

Table 1.2.1 Management Plans of Banff National Park, Canada¹⁵

Good Pieces	Could Be Improved
<ul style="list-style-type: none"> - Contains a vision for the future of the park - Sets out the mandate of Parks Canada and the planning process - Refers to and summarizes the Park's State of the Parks Report, identifies challenges based on SOPR - Summarizes management priorities and challenges - Sets out concrete key strategies, including dividing the park into ecosystems and identifying directions for each ecosystem - Explicitly states targets for certain EI indicators and different ecosystems within the park - Describes the zones of the park and provides a map - Provides indicators that will be monitored for the SOPRs - Describes the environmental assessment that was completed 	<ul style="list-style-type: none"> - Setting out what was heard during public consultation, who was consulted, how comments and feedback were incorporated into the plan - Most performance measurements do not include anticipated timelines - Does not append the SOPR

¹³ Handbook of successful and innovative practices for a sustainable tourism inside Protected Areas (2018). CEETO - Central Europe Eco-Tourism: tools for nature protection.

¹⁴ CPAWS. Management Planning in National Parks. February 14, 2018.

¹⁵ CPAWS. Management Planning in National Parks. February 14, 2018.

<ul style="list-style-type: none"> - Provide a summary of priority actions over first 4 years of the plan 	
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Four most important aspects of natural park management (Synge, H. 2004) are:

1. Zooning.
2. Monitoring.
3. Collaborative management.
4. Visitor management.¹⁶

1.3 Examples of best practice according to park management aspects

1.3.1 Zoning: Abruzzo National Park, Apennine Mountains of Italy within larger protected areas it is possible to pursue various management objectives in different parts of the area and reconcile potential conflicts through the use of zones. Ensuring that the management of individual zones is compatible with the aims of the protected area as a whole is crucial. Abruzzo National Park in the Apennine Mountains of Italy illustrates how zoning of the area can achieve benefits to all interests.

1.3.2 Monitoring: Bialowieza National Park, Poland establishing and maintaining monitoring systems of the key features of protected areas is an intrinsic part of management. Without monitoring it is difficult to know whether the aims of the protected area are being achieved in practice. In the Bialowieza National Park in north-east Poland monitoring of the area has been in place for half a century. The system is strongly based on scientific knowledge and is undertaken in a collaborative way with all of the interests.

1.3.3 Collaborative management: Biosphere Reserve, Spanish Balearic Islands an important challenge for protected area management is to ensure that local communities and other local interests are fully engaged. As a result, there should be benefits to the protected area and to the social wellbeing and economic development of the communities. The establishment of the Biosphere Reserve on the whole of the island of Minorca in the Spanish Balearic Islands of the Mediterranean is a good example of best practice in collaborative management.

1.3.4 Visitor management: Hohe Tauern National Park, Austria protected areas are important visitor attractions. The challenge for management is to ensure that the natural and cultural qualities of the area

¹⁶ Synge, H. (2004) European Models of Good Practice in Protected Areas. IUCN Programme on Protected Areas.

are safeguarded and that the enjoyment of visitors is achieved. The Hohe Tauern National Park in the Austrian Alps is an excellent example of how the balance has been achieved and as a result many difficult issues resolved.

1.4. Parks Promotion

The most fundamental concept of marketing is how companies strive to meet customer needs and satisfaction through internal and external environmental analysis.¹⁷ One of the factors that influence the demand for products or services is the right promotion to introduce products or services offered to consumers.¹⁸ It is necessary to carry out more in-depth studies related to factors that can be developed in an effort to bring tourist visits to the national parks so that the national parks are able to contribute to the performance of national tourism.¹⁹

Tourism is a driving factor for economic and national development and is a major source of foreign income for many developing countries because of its various effects on other industries.²⁰ The issue of competitiveness of tourism destinations is becoming increasingly important, especially for countries and regions that are highly dependent on tourism.²¹

A destination can be considered competitive if it can attract and satisfy potential tourists. Not only does the competitiveness of a destination directly affect tourism revenue in terms of the number of visitors and expenses, but it also indirectly influences tourism-related businesses, such as hotels and retail industries in that destination, to some extent. Given the size of the performance of the tourism sector is not only measured by the number of tourist visits but the impact of competitiveness must be able to be a source of revenue and income in the national parks in a sustainable manner.²²

Parks can use the promotion of sustainable tourism as a marketing tool in order to establish themselves as a tourist destination of its own. They can thus become a brand that people will connect to a certain

¹⁷Brady, M., Fellenz, M. R., & Brookes, R. (2008). Researching the role of information and communications technology (ICT) in contemporary marketing practices. *Journal of Business & Industrial Marketing*

¹⁸Blut, M., & Teller, C., & Floh, A. (2018). Testing Retail Marketing-Mix Effect on Patronage: A Meta Analysis. *Journal of Retailing*

Miquel-Romero, M.J., Caplliure-Giner, E.M., & Adame-Sánchez, C. (2014). Relationship marketing management: Its importance in private label extension. *Journal of Business Research*.

¹⁹Eddyono, Darusman, Sumarwan, Sunarminto, (2020). Correlation of tourism competitiveness towards tourist visit and non-tax revenue in nasional parks in Indonesia, *Journal of Critical Reviews*

²⁰Dupeyras, A., & MacCallum, N. (2013). Indicators for measuring competitiveness in tourism. OECD Publishing.

²¹Gooroochurn, N., & Sugiyarto. (2005). Competitiveness indicators in the travel and tourism industry. *Tourism Economics*.

²²Eddyono, Darusman, Sumarwan, Sunarminto, (2020). Correlation of tourism competitiveness towards tourist visit and non-tax revenue in nasional parks in Indonesia, *Journal of Critical Reviews*

standard of quality tourism all along the touristic value chain. They will know what they can expect when they choose a park as destination: attractive environment, pristine and preserved nature, good and local food, family style accommodation, well-thought and guided activities, well-marked trail network and so forth.²³

For example, theme parks are characterized from a set of complex and creative elements. This complexity is capable of meeting many needs; this may explain why World Tourism Organization (WTO) considers theme parks as one of the three main trends in the tourism industry. Due to their economic importance, theme parks constitute crucial elements of the tourism industry. Millions of people seeking diversified entertainment visit theme parks around the world every year.²⁴

Despite being commercial endeavors, theme parks can be included in the contemporary (popular) cultural heritage. They influence and are influenced by the current tastes and changes within society and cultural representations. The assumed themes have a strong (popular) cultural resonance. Who is not familiar and attracted by Disney's films and characters? ²⁵

As it can be seen from the table below, there are different categories to classify theme parks which can help the marketer to better understand the importance of this kind of park.

²³ Destination parks, Final Report, Alparc 2019

²⁴Reyes, Ochoa, Chávez, Teran, (February, 2020), Intelligent Touristic Logistics Model to Optimize Times at Attractions in a Thematic Amusement Park, *Smart Systems Design, Applications, and Challenges Publisher: IGL Global*.

²⁵Zbucea, A., (September, 2015), Museums as Theme Parks - A Possible Marketing Approach? *Management Dynamics in the Knowledge Economy*

Table 1.4.1. Research theme parks trend

Classification	Types	Details
The historical evolution of theme park	Historic	Country and cities.
The research review on the classification of the theme park	According to the size	a) Large theme park. b) Regional theme park. c) Theme park. d) Small theme parks and attractions.
	According to the nature of the subject of theme park	a) Miniature landscape classes. b) The customs class. c) The historical and cultural class. d) Theme parks. e) The plants class. f) The film class.
	other classification methods	a) According to the location. b) According to the main functions. c) According to the new and high technology content. d) According to the theme park development stage.
The diversity of theme park	The success of the Disneyland and universal studios	a) Use high technology to realize virtual landscape and reduction of various film scene. b) Use advanced technology to create all sorts of virtual scene and attract visitors of all sorts of different ages all over the world.
The space layout and influence factors analysis of theme park	The urban size	a) Large theme park. b) The market. c) The customers
The contact to the industry	In foreign countries	The development of the tourist area for urban planning and regional zoning plays an important role
	Urban area	Regional economic development to a certain extent determines the development of tourism
	Tourism	The different development model as an affiliated industry
	Economic	Influence of theme park and think successful theme parks have a great contribution to regional tourism
The theme park development trend	Global	With the expansion of globalization and development of the theme park.
		The homogeneity competition period, especially the construction of the Disney theme park in the global scope

Source. Reyes, Ochoa, Chávez, Teran elaboration based on Hu (2013).

There are three characteristics of theme parks:

1. Often times there is a complex network of ideas, symbols and messages. These elements enrich the sensory experience of visitants.
2. In the communication and entertainment industry, technology is the baseline upon which goods and services rely.
3. The strategy is to induce in customers the experience that the theme park will provide

If well managed this kind of tourism can provide a good visitor experience and at the same time foster local and regional development in a sustainable way, thus enhancing the parks acceptance and its options for conservation measures.²⁶

It is very important 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 utilize the guiding principles for marketing and promotion with the various marketing approaches in order to address the kinds of issues identified. It is not claimed that such a framework is definitive, rather, it serves to provide ideas on the significant and varying ways marketing can, and indeed does, provide an important and valuable management tool.²⁷

Target markets main motives differ from one national park to another, which implies that one marketing strategy cannot be used for all parks in a country or even a region.²⁸ This implies the importance of understanding consumer behavior in order to create suitable marketing strategies. Hence, competition is increasing and understanding tourist's reasons for visiting becomes more important in developing successful nature-based products²⁹. A detailed knowledge of the target group including tourists wants and needs is the basis for improving the marketing efficiency and effectiveness.³⁰ More and more marketers see the analysis of the travel behavior itself, including the benefits and motivations as the most effective way to predict tourists' behavior.³¹

²⁶ Destination parks, Final Report, Alparc 2019

²⁷ Wearing. S., Archer.D., Beeton.S., (2007), *The sustainable marketing of tourism protected areas: Moving Forward*, *Cooperative Research Centre for Sustainable Tourism*.

²⁸ Kruger, M., Saayman, M. & Saayman, A. (2009). 'Socio- demographic and behavioural determinants of visitors at the Klein Karoo National Arts Festival', *Event Management*.

²⁹ Saayman.M., Dieske.,T., (2015).Segmentation by motivation of tourists to the Kgalagadi Transfrontier Park, *South African Journal of Business Management*

³⁰ Wood, M.B. 2011. *The Marketing Plan Handbook*. 4th Edition. Upper Saddle River, NJ: Pearson Prentice Hall.

³¹ Park, D.B. & Yoon, Y.S. 2009. 'Segmentation by motivation in rural tourism: A Korean case study', *Tourism Management*,

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 behavior;
- Increasing public support for national parks;
- Encouraging or discouraging specific markets to a national park;
- Educating the public and media about conservation issues;
- 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.³²

A major challenge of sustainable tourism is the generation of added value for a given region. As many of the offered activities are inherently freely accessible, innovative ways of income generation must be developed and deployed. The main sources of added values from sustainable tourism are the following:

- entrance and user fees
- accommodation
- catering
- concessions and licences
- sale of (agricultural and handcrafted) products
- services such as guided tours and excursions
- public transport ³³

Goeldner, C.R. & Ritchie, J.R. 2003. *Tourism: Principles, practices, philosophies*. Hoboken, NJ: John Wiley & Sons.

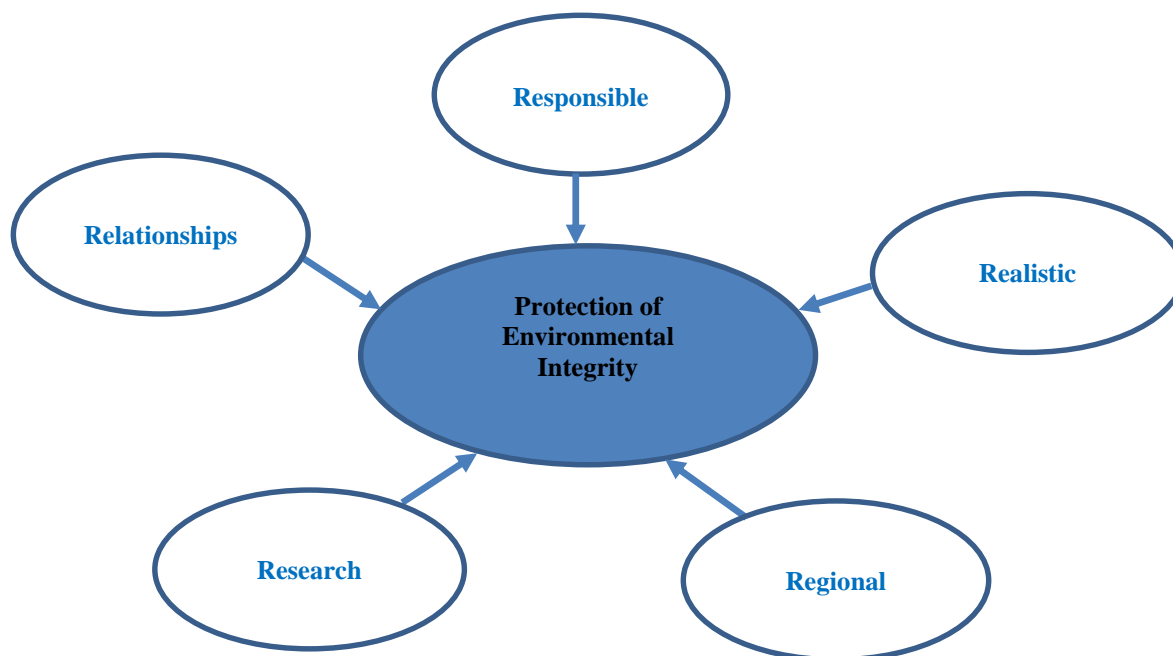
Johns, N. & Gyimothy, S. 2002. 'Market segmentation and the prediction of tourist behaviour: The case of Bornholm, Denmark', *Journal of Travel Research*.

Kotler, P., Bowen, J. & Makens, J. 2003. *Marketing for hospitality and tourism*, 3rd Edition. Upper Saddle River, NJ: Prentice Hall.

³² Wearing, S., Archer, D., Beeton, S., (2007) *The sustainable marketing of tourism in protected areas: Moving Forward*, *Cooperative Research Centre for Sustainable Tourism*.

³³ Destination parks, Final Report, Alparc 2019

Figure 1.4.1 The "Five Rs" framework for sustainable marketing of protected areas



Source: Wearing & Archer 200

Table 1.4.2. Guiding principles for the sustainable marketing of visitation in protected areas

<i>Principle</i>	<i>Description of Guiding Principle</i>
Responsible	Sustainable marketing of protected areas should be designed and undertaken in a responsible and ethical manner.
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.
Regional	Sustainable marketing of protected areas should be designed and used in a regional context.
Research	Research is a fundamental building block of sustainable marketing and should be carried out and integrated into marketing planning and strategies.
Relationships	Cooperative relationships between relevant land management, industry and community stakeholders can benefit all.

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 organizational 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.³⁴

³⁴ Wearing. S., Archer.D., Beeton.S., (2007)The sustainable marketing of tourism in protected areas: Moving Forward, *Cooperative Research Centre for Sustainable Tourism*.

SECTION 2

2. BEST PRACTICES EXAMPLES ON PARKS MANAGEMENT

2.1 Trieben Valley, Austria

Zoning. In Austria's Trieben Valley we can observe how human outdoor activities, such as ski tours, affect animal behavior and how measures can be taken to prevent negative effects. Ungulates and wildlife in general often avoid areas most frequented by tourists and disappear when human recreational activity gets too intense. Tourists are usually not aware of their impact on nature. Therefore, management of visitor flow, wildlife refuges (voluntary accepted) and information dissemination are necessary to preserve biodiversity. Trieben Valley is not a specially protected area. However, it is one of the most visited areas in Styria federal state located in the southeast of Austria for skiing tours in winter. It is situated in the lower Tauern area, an area characterized by crystalline rock formations that create perfect habitats for black grouse and chamois (dwarf-shrubs, mosaic landscape etc.). Before the start of the Trieben Valley project, ski tours tourism expanded in the recent years, especially in this area. There were impacts on local wildlife. The goal of the project was to protect sensible winter territories especially the habitats of chamois and black grouse (wildlife refuges). Additional target was to protect some areas with reforestation from being used by skiers.

2.2 Nature Park Medvednica, Croatia.

Monitoring: Supervising the environmental and nature conditions in the "Peak zone".

Founded in 1981 and covering an area of 17,938 hectares, this Park is located near Zagreb and covers a wide variety of forests, grasslands and mountain streams. During the winter season, it is highly visited due to the existence of a ski resort of international recognition. The environmental impact originated by the high influx of tourists during the winter season, especially during the FIS Cup competition that the Park hosts regularly, was unwell understood and needed to be assessed. A complete analysis was carried out by the Park's management authority in order to inspect and monitor the tourist negative impacts on the nature and the environment.

The analysis was done by comparing the characteristics of a part of the skiing area and its buffer zone. The indicators taken into account to carry out the analysis were divided into:

- a) Natural value indicators: records of flora and fauna of the streams and the springs, biodiversity indicators of meadows, and the invertebrates community;
- b) Environmental indicators: hydrological, soil, edaphic and climatological indicators.

The supervision activities were carried out before the high peak of visitors, and it was foreseen to complete the observation with snow and water conditions after the FIS Cup and after the ski facilities are closed.³⁵

2.3 Butrint National Park, Albania

Collaboration management. The Butrint National Park is one of the most authentic and complete repositories of Mediterranean history and it is Albania's one and only World Heritage site. For centuries, layers of earth and vegetation have covered the ancient city from view and have protected it from the ravages of time. Since 1928, archaeologists have been carrying out excavations that are helping to recover this ancient city. They have uncovered historically significant structures, dating from ancient times to the nineteenth century, that testify to Butrint's long-lasting commercial and military importance. By the fourth century B.C.E., Butrint had become one of the major maritime and commercial Centres of the Greek world. Consequently had been under the rule of the Romans, Byzantines, and Venetians. The city was abandoned in the late middle Ages after marshes formed in the area. The present archaeological site represents each period in the city's development. Today Butrint National Park is a protected area of 29 square kilometres, comprising a diverse landscape of lakes, lagoons, open plain, hills and mountains. The varied habitats support a rich diversity of species, including 14 listed as 'Globally Endangered'. At least ten archaeological sites in the Park indicate human occupation of the area over more than 3000 years. At the Park's centre is the ancient city of Butrint – a spectacular archaeological site that has been attracting visitors and archaeologists for over 2000 years. It was designated a World Heritage Site in 1992. The World Heritage Site was enlarged in 1999, and the 29 km² area was established as a National Park by the Albanian government in March 2000. Legislation recognizing the conservation value of the Park has been prepared and is under review by the central government. In November 2002, the area from Cuka Channel to the Greek border, encompassing Butrint National Park and the Stillo Peninsula was designated as an area of special significance for wetlands and waterfowl under the Ramsar Convention. This larger area is situated on a relatively undeveloped stretch of the Ionian coast and can be considered the 'greater park area', it includes the National Park proper, unprotected buffer zones outside of the Park boundaries and inhabited villages. The relationship between local population and the National Park is not homogeneous. The village of Murcia and Shkalla are more linked and influenced by the commune of Konispoli and by the near Greek

³⁵ CEETO Outcomes & Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.9. INTERREG Central Europe. www.ceeto.network.eu.

border than by the Park. Instead the villages of Vrina, Xarra and Shen Deli have more interests in the National Park land and marine area, so that Ksamili Commune. Actually, the attitudes and the relationship between the National Park and communities depends on several variables, but the most critical seem to be the lack of clarity in the issue of land use and ownership. The inhabitants of the Vrina, Xarra and Shen Delli are users of part of the Vrina plan, of the Buffis and Butrint lakes and of the Vivary Chanel and Butrint bay marine and coastal area. They carry out there, most of all, agricultural and fishing activities. This fact turns into an open conflict with the Butrint National Park that is not always easy to manage. On the other hand the Butrint National Park rules are almost unknown to the local population and there have ever been any information campaign or discussion with local inhabitants. So even in presence of some rules and of shared responsibilities among different local institutions in managing the various sectors of the area the local inhabitants keep on considering the Park Director as the only one responsible for the management of the area. Moreover, the local inhabitants conceive the Park as the Park Director property and the natural ecosystem local ownership is far from being well established and clarified. The local community would like to exploit natural corners, and isolated beaches where is not permitted to construct, to develop private economic activities like hotel or restaurant showing any familiarity, knowledge of the legal framework that governs the area and any sensitiveness and consciousness on environment threats that these initiatives could cause. So then while the Park is a major asset for generating opportunities in tourism development, its creation has limited and confused the issues of land and natural resources use for communities adjacent to the Park. Moreover the Butrint National Park, so as it is organized and managed has not real capacities and competences to lead a sustainable tourist development strategy of the area. A low level of Park staff and a very small number of Park personnel limits Park's potentials of dialoguing with the community and of promoting concrete opportunities for communities to benefit from the tourism reaching the Park. On the other hand, communities and local authorities adjacent the Park show very low degrees of initiative and interest in sustainable entrepreneurial activities and a lack of willingness to get organized to generate small-scale tourism services through a sustainable use of natural and marine resources. The World Bank project in 2003 (World Bank programme "Communications for Cultural and Natural Resources Management" - CCNRM) has been developed following the following two main tracks:

- building local capacity for niche market community based tourism (CBT) in order to create income generating opportunities and demonstrate the value of protecting the natural and archaeological attractions of Butrint;
- raising interest in Butrint National Park and its surroundings as an archaeological and eco-tourism destination, and therefore stimulating the demand and the market for sustainable tourism, through a communications and international marketing strategy.

The objectives were:

- Develop community based tourism and related products, (e.g. handcraft crafts, local agricultural products with Butrint branding, Bed and Breakfast, natural and cultural trails, etc.), in and around the Park that minimizes the impact on natural and cultural resources and results in maximum benefits to the local communities;
- Unites the local communities behind conservation of the Park;
- Provides information and educational experiences that highlight the Park's values. Moreover the project has been oriented towards building the capacity of Park staff to: (i) conduct community outreach and generate good will with communities through multiple avenues and programs; (ii) assist communities in developing community based tourism and related products that supports the goals and values of the Park; and (iii) to promote local development linked to CBT and build constructive dialogue with local communities.

The main outcomes achieved in the pilot experience of the CBT activities development have been:

- The concrete contribution in building a local community awareness of being protagonist of the conservation and promotion of the local natural resources and of the precious and vulnerable Butrint Park ecosystem, and of being integral part of the development process that has been set up.
- The visibility of the Butrint National Park among the community and the communication channels between the Park and the local families have been promoted and the perception of the Park as a special value and not a limit for the local economic and social development has increased.

The dialogue opened with local communities and local authorities contributed to look at the development as an integrated eco - sustainable process aiming at creating a favorable environment for the setting up of small business and in the same time at creating a favorable tourist environment.³⁶

2.4 Adamello Brenta Nature Park, Italy

Collaborative management: On 29 November 2018, the Adamello Brenta Nature Park obtained the validation of the European Charter of Sustainable Tourism for the third consecutive time. It was given at the prestigious European Parliament building in Brussels. The European parks awarded were 19, some for the first time, others for the second and only us for the third. The Park obtained the ECST for the first time in 2006, among the Italian pioneers of this project, revalidated in 2012 and has now been reconfirmed until 2022. Each time, various meetings were conducted, involving hundreds of local organizations, local authorities, associations, free citizens with rounds of meetings throughout the Park area. Interesting ideas have always emerged from the meetings that have enabled us to draw up very concrete program documents.

³⁶ Rezzoagli D. (2005). Community Based Tourism development and environmental protection in Albania. The CISP experience in the Butrint National Park Greater Area.

Since 2006 the European Charter has been a tool for the Park to create a dense network of relationships and to implement ideas that later marked the entire tourist offer of the Park. Successful projects such as the Dolomiti di Brenta Bike and Dolomiti di Brenta Trek circuits or the "A Summer's Park" notebook and the Park Quality business partnership project were born thanks to ECST.

Adamello Brenta Nature Park has developed the "Park Quality Brand/CETS". It is an environmental certification and territorial marketing project aimed at spreading the philosophy of environmental quality, involving the economic and social stakeholders of the Park. This initiative represents, on the Italian national scene, one of the first carried out by a protected area combining environment protection with tourism promotion. In brief, the project aims to reduce environmental impacts both by companies and individuals. The main actors of this project are businesses and schools. The project in fact rewards companies that meet environmental protection requirements and are linked with the territory, granting the use of the Park Quality Brand.

- ❑ *For who?* The stakeholders are the following: Hotels and B&Bs, Typical facilities (farmhouses, B&Bs, Holiday homes), Campsites, Farms (producers of honey and malga cheese), Schools park's mineral water.
- ❑ *How it works?* The facilities applying for the quality brand must demonstrate that they comply with a set of rules. This is a list of mandatory and optional criteria. The criteria are verified by an independent entity that evaluates the effective application and compliance of the requirements, through an inspection at the facility. He then compiles a check list and draws up a report. It will be the Technical Brand Committee, composed of representatives of the Park, of the Autonomous Province of Trento and of the trade associations to evaluate, on the basis of the auditor's verification report, if all the requirements are met. The last word is up to the Executive Park Board that officially decides the assignment of the Park Quality Brand/CETS.

After more than 15 years from the start of the project, the need arose to give new impetus to the initiative. In 2017, the Park, in collaboration with Agenda 21 Consulting, started a prelaunch project. The goal was to give new vitality to the partnership Park-entrepreneurial world. Focusing on two important assets: simplifying the accession process and creating exclusivity in the Park-structure relationship.

Among many proposals, the best one was to find a convergence between the two labels: CETS Phase II and Park Quality. These had two different disciplinarians. Therefore, after a revision of the specifications, it

was decided to adopt a unique set of rules. The new unitary CETS / PQ Brand is therefore based on a single admission system that lists the mandatory and optional actions.³⁷

2.5 PO Delta regional park, Italy.

Collaborative management: Empower ring participatory planning through the “Saint Gallen method”.

The Park protects the largest complex of wetlands in Italy and one of the most important wildlife sanctuaries in Europe for nesting, migratory and wintering water birds. In the Park, natural environments are intertwined with cultivated and densely populated areas. One issue was the lack of cooperation between local actors in the joint development of Sustainable Tourism proposals. Another challenge was related to the relocation (+ seasonal adjustment) of tourists who tend to crowd in a few areas of the Park and for short periods of the year. The Park decided to establish a participatory planning process in order to increase the participation and involvement of local stakeholders in the design of the tourist offer of the Park.

Consequently, a five-year Sustainable Tourism Action Plan was developed and approved on the 2nd of July 2019 according to the logic of sustainability, the lengthening of the period of tourism fruition, the “hidden places” attractiveness enhancement through communicative innovation and the training of visitors’ centre operators. The “Saint Gallen” method was implemented by 8 events involving 39 stakeholders, clustered in “focus groups” working on Park’s maps, in order to represent both the “macro” flows (long distance itineraries) and the “micro” flows (local trips). The result of this consultation allowed identification of the visitor flows inside the Park and plan a set of activities that converged in the five-year Sustainable Tourism Action Plan.³⁸

2.6 Nature Park Telašćica and Nature Park Lastovo Islands, Croatia

Collaborative management: In Croatia’s Nature Park Telašćica and Nature Park Lastovo Islands marine protected areas, a sustainable tourism strategy was planned and implemented, with the wide-range involvement of stakeholders. Telašćica Bay is located in the central part of the eastern coast of the Adriatic Sea, in the south-eastern part of the island of Dugi Otok (Zadar County). For its beauty and importance, this bay surrounded by 13 islands and islets, together with 6 islets inside the bay itself, was proclaimed a Nature Park in 1988. For the Park and the island of Dugi Otok a Sustainable Tourism Plan was developed through the cooperation of national, regional and local level actors, with local stakeholders being recognized as the most important actors in the process and having the most benefits of the sustainable use of resources in the area. Lastovo Islands are located in the County of Dubrovnik-Neretva in the

³⁷ Parco Naturale Adamello Brenta. <https://www.pnab.it/en>

³⁸ CEETO Outcomes & Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.3. INTERREG Central Europe. www.ceeto.network.eu.

Municipality of Lastovo, Croatia. Due to their natural beauty, landscape value, dense forests and fertile fields enriched with ponds, high coastal steppes, land and underwater caves, numerous rare marine and land habitats the Lastovo Islands Nature Park was established in 2006. The youngest Croatian nature park occupies 195 km², with the sea surface covering more than 2/3 of the total area of the Park. Lastovo Islands are also rich in cultural and historical heritage. The Park area is part of Natura 2000. Sustainable Tourism Plan for the Nature Park Lastovo Islands was developed through the cooperation of the private and civil sector. From the beginning, a wide circle of local stakeholders who dealt with tourism or planned to do so in the future were included in the process, so that the benefit of sustainable tourism development stays within the local community. Within the Plan, the Park is envisioned as a recognizable destination of ecotourism that promotes the preservation of the natural values and traditions of the islands, contributes to the sustainable financing of the local community and offers visitors the opportunity to become the part of the coexistence of man and nature on Lastovo Islands.

2.7 Appenino Tosco Emiliano National Park, Italy

Collaboration management & visitor management: Establishin new accessicility methods and parking rules

- Established in 1997, this vast Protected Area extends between Emilia and Tuscany across the main mountain ridge, reaching the height of 2,120m of M. Cusna and surrounded by meadows, bilberry heath, beech woods and coniferous forests, deep valleys and torrents, small, quiet mountain lakes and precious peat bogs. Usual access to the Park relied on private vehicles, which lead to the congestion of roads and parking areas, an excessive environmental and acoustic pollution and blocking the passage of rescue vehicles. Furthermore, the lack of knowledge of the particularities of the Park leads to an insufficient respect of its natural values. In order to promote sustainable accessibility, the Park's managing authority, in collaboration with the municipality of Corniglio, deployed a free shuttle bus service, available during the summer season of 2019. On the shuttles worked also a local guide who, during the journey, provided information and increased awareness on the specificity and the nature delicacy of the Protected Area. They sought to ensure appropriate behavior of visitors, in compliance with the Park's rules of conduct.

During shuttle service hours, the road connecting the sites of Cancelli and Lagoni was reserved for non-motorized vehicles, horses and walkers. Access by car was allowed until 10 am with the possibility to park for free at Lagoni sanctuary parking (subject to availability), while parking on the road was forbidden. At the same time, an analogous solution that included the deployment of a shuttle service and road closure to promote the use of this alternative transport mean, was adopted in the Pietra di Bismantova area, Italy.³⁹

³⁹ CEETO Outcomes &Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.4. INTERREG Central Europe. www.ceeto.network.eu.

2.8 Nirano's Mud volcanos nature reserve, Italy.

Visitor management: Identifying visitor's profile with artificial intelligence.

The "Salse di Nirano" Nature Reserve was the first regional reserve to be established in Emilia-Romagna region in 1982. It is located in the lower Apennines hills and protects the largest system of mud eruptive systems (Mud Volcanoes) of the region; a 20 hectares "moon-like" hilly basin environment.

The visitors had a lack of knowledge on the Protected Area and its code of conduct, from which originated inappropriate behaviour and insufficient respect of its natural values. Likewise, the Park managing body had a limited knowledge of the visitor profile in terms of number, origin, behavior and mobility preferences.

A Video Content Analysis (VCA) System equipped with 3 video surveillance cameras connected to an Artificial Intelligence based processor was deployed inside the reserve's integral protection area (Zone A), to collect information on:

- a) number of people (divided by their means of transport);
- b) number of cars (with distinction of travel direction);
- c) number of trespassers of Zone A fences (distinguishing between people and animals), with video recordings of the events;
- d) maps of density of use (heat map) of the Zone A walking paths;
- e) time-lapse video sequence to portray the evolution of the landscape and the morphology of the mud volcanoes.

The information provided by the VCA system allows the Park to determine both the visitor's number and behavior and plan the most suitable ways to provide them with adequate information on the correct rules of conduct.⁴⁰

2.9 Sölktäler nature park, Austria.

Visitor management: Situated in the Lower Tauern massif, the Park covers 28,800 hectares of mountain landscapes with altitudes between 694 and 2,747 meters above sea level. In winter, this area offers some attractive backcountry skiing tours. Ski touring in the mountains is a massively booming sport.

Ski tourers are constantly discovering and publishing new "insider tips". Factual refuge areas for wild animals, which are essential for their survival in winter, are becoming smaller and smaller inside the Nature

⁴⁰ CEETO Outcomes & Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.5. INTERREG Central Europe. www.ceeto.network.eu.

Park. By evaluating the entries in summit books over a year, it was possible to filter out the peaks that are particularly attractive for winter tourists.

The Park management authority then produced a brochure including only some "old" common ski tours in the area. This brochure not only describes the ski tours in detail and maps them. It also shows refuge areas for wild animals that should not be entered. Further ski tours are not advertised.

In most of these zones, voluntary compliance is requested to not to enter them. Lots of information about wild animals, their winter habitats and their struggle for survival in winter should create a general understanding of their needs. Ski tourers are thus encouraged to respect the refugee zones.

The positive outcome of this activity can be verified by analyzing the further entries in the summit books, monitoring of ski tracks and indirect evidence of endangered species in these areas (black grouse, ptarmigan).⁴¹

2.10 UNESCO biosphere reserve Salzburger Lungau. Austria

Visitor management: Establishing visitor's profile through personal interviews.

In 2012 the Salzburger Lungau together with the Carinthian Nock Mountains, was awarded as a UNESCO Biosphere Reserve. The Lungau is in the southernmost district of Salzburg and comprises 102,000 hectares of mountain landscapes with several mountain lakes. It is characterized by traditional structures with small agriculture and organic farms. In the special case of the area around the lake Prebersee the Park management authority did not have enough

information on visitors, regarding their reasons to visit this area, their mobility preferences and their knowledge and level of awareness about the Biosphere Reserve.

A survey based on personal interviews of the visitors of the area around the lake Prebersee was carried out in order to acquire a better knowledge of their characteristics, choices and level of awareness. The survey was implemented according to a pre-established calendar and featuring a random choice of people to interview in order to better understand different aspects regarding:

- a) Transport: the visitor's choice of transport, the reasons for using or not using the public transport, the knowledge of the bus links and options and willingness to use them, the level of satisfaction with the public transport offered and suggestions for improvement;
- b) Natural values: the awareness and knowledge about the Biosphere Reserve and what it represents and the satisfaction with the quality of information received about it;
- c) Visitor's profile: the age, gender and origin of the visitors, the length of their stay, whether they come alone or with a partner or their family and how many times they visited the area.⁴²

⁴¹ CEETO Outcomes & Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.6. INTERREG Central Europe. www.ceeto.network.eu.

2.11 UNESCO biosphere reserve Southeast Rügen, Germany

Visitor management: Influencing visitor's behavior towards a more respectful use of the area.

This Park joined the network of UNESCO Biosphere Reserves in 1991. The coastal landscape belonging to Mecklenburg-Vorpommern is characterized by peninsulas and coastal promontories that are connected by narrow strips of land and include wide sandy beaches, alternate with rugged cliffs.

The Park management and local stakeholders noticed insufficient knowledge of visitors regarding the natural peculiarities of the area. This often resulted in inappropriate behavior and a lack of following the Park's code of conduct.

To tackle the lack of awareness among visitors, an audio-guide was created for the Zicker Berge hiking area. It provides information and includes stories from the local stakeholders in German and English to help raising awareness among visitors.

The stories were professionally written, translated, and recorded by German and English mother tongue voice-over professionals. The audio-guide, including pictures and short descriptions can be accessed online and offline (download option) via the Smartphone application "izi.TRAVEL" or directly via the website. The app has an auto-play function – if the GPS tracking system is activated, the audio guide will automatically play the linked GPS sequence.

Additionally, a promotion campaign for the audio-guide was carried out. This included different publications such as press releases, publications on the Biosphere Reserve's website, and articles on social media channels of partners, printed QR codes in the field linking to the izi.TRAVEL application and printed promotional postcards.⁴³

2.12 Strunjan landscape park, Slovenia

Visitor management: Improving the touristic offer and socio-economic development according to sustainable principles.

Created in 1990 this Park embraces the longest stretch of natural seashore in the Gulf of Trieste, the highest flysch cliff on the Adriatic coast, the northernmost salt pans in the Mediterranean basin, the only marine lagoon in Slovenia and a rich cultural landscape. The objective of the regulation of the Belvedere terraces is to control the movement of the visitors, offer them several sustainable activities outside the Park, relieve

⁴² CEETO Outcomes & Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.7. INTERREG Central Europe. www.ceeto.network.eu.

⁴³ CEETO Outcomes & Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.8. INTERREG Central Europe. www.ceeto.network.eu.

some of the pressure on the Protected Area and to establish rules that will allow an environmentally friendly tourism in the area.

Through the Belvedere Terraces Development Plan, different actions were set to improve the touristic offer and to enhance the possibilities of fruition of the Park according to environmental sustainability criteria.

These actions included the construction of:

- a) an eco-green hotel;
- b) glamping facilities;
- c) a wellness centre;
- d) a restaurant;
- e) a coffee shop;
- f) a picnic area;
- g) event venues;
- h) a beach;
- i) a funicular connecting the lower and the higher part of the Terraces.

The Plan also included different actions to raise awareness among the visitors about the Park, which included the creation of an info point in which educational and performance-related content will be displayed, and a playground inspired by different elements present at the Park. After completing the project plan, the Park carried out a technical research on the infrastructure needed to implement the development plan of Belvedere Terraces.⁴⁴

⁴⁴ CEETO Outcomes &Success Stories. A collection of good practices and outcomes resulted from the implementation of the project CEETO – Central Europe Eco-Tourism: tools for nature protection. Pg.10. INTERREG Central Europe. www.ceeto.network.eu.

SECTION 3

3. Best practices examples on parks promotions

3.1 Esprit Park National (France)⁴⁵

The brand Esprit Park national unites the ten French national parks in order to promote their values, which are commitment, authenticity, respect, sharing, and vitality. It was created under the auspicious of the French agency for biodiversity (Agence française pour la biodiversité). Since its foundation in 2015, its main objective is promoting the products and services offered by the economic actors of the respective park territories in order to support the development of more sustainable forms of tourism. The brand shall furthermore bring the different actors within a park and its adjacent areas together. This includes park managers, local populations, local authorities, economic players and visitors. The idea is to raise awareness amongst these groups about preservation but also about the cultural values and the economic benefits of the protected areas. From the provider side it can strengthen the pride of belonging and the cohesion of the region. It provides the actors with the strength of speaking with one voice and to promote the shared values as a group. For the consumer side, that is tourists, it helps choosing sustainable options all along the journey, from accommodation, to activities, and catering. So far, the offer comprises just over 500 partners representing more than 900 products in the following categories: • Accommodation • Guided tours and excursions • Crafts • Products from grazing herds • Products from apiculture (Agence Française de la Biodiversité 2019a) Thereby it helps to preserve biodiversity, but also cultural values and social structures of the respective regions. In order to join the network, any enterprise located on the park's territory simply has to submit a formal request to its hosting park, stating that it will adhere to the values and rules of the brand and the park. There are three French national parks located in the Alps, which all adhere to the label and commit to the values. Further, below we will describe the activities of the Mercantour national park, as it is an outstanding example of trans boundary cooperation. The approach was selected for this report as it shows how a centralized approach can create a label that can be recognized in a whole country. It integrates the national parks and local businesses to the advantage of those two groups and tourists alike. It is an easy way to guide the choices of the latter.

⁴⁵ Destination parks, Final Report, Alparc 2019

3.2 Parks Canada⁴⁶

Guidelines principles Represented: Responsible, Realistic, Relationship

Marketing Approach: Ecological Marketing, Social Marketing

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 affected not just by the impacts of particular activities or particular levels of use, but also by the attitudes, values, beliefs, and behaviors of park visitors and regional communities and partners. Demand management needs to be explained to visitors and the public in terms of ecological integrity

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 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 organizations 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.

3.3 Namadji National Park Visitor Guide⁴⁷

Guiding Principles Represented: Responsible, Realistic

Marketing Approach: Traditional marketing; Ecological marketing

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. Namadji 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 centered on walking, cycling, horse riding and orienteering.

⁴⁶Wearing. S., Archer.D., Beeton.S., (2007). The sustainable marketing of tourism in protected areas: Moving Forward, *Cooperative Research Centre for Sustainable Tourism*.

⁴⁷Wearing. S., Archer.D., Beeton.S., (2007). The sustainable marketing of tourism in protected areas: Moving Forward, *Cooperative Research Centre for Sustainable Tourism*.

The guidebook folds out to a large and detailed map of Namadji 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 are reading the conservation messages.

3.4 Nature Park Austria Specialty Label⁴⁸

The nature parks Austria developed a label named 'Nature Park Austria specialty'. The two main criteria to obtain the label is that the merchandise must be produced within the nature park and that it supports the conservation of the cultural landscape of the park. The adherence procedure is relatively simple and is negotiated between the respective park and the applicant (Verband der Naturparke Österreichs, 2012). In order to promote the labelled farms, there is a dedicated website⁴⁹ and a concept that highlights one of its more than 200 nature park Austria specialty farms each month (Betriebe des Monats / Farm of the month).⁵⁰ The platform allows the farms to present their philosophy, working methods and products. This helps promoting their approach, inspire followers and raise awareness amongst the public, other producers and visitors to the respective region (Verband der Naturparke Österreichs 2019).

There is no common branding of the label in terms of sharing a logo or a claim. The existing logo is not used by most of the partners. The label takes only food and beverages into account, other touristic offers, such as activities or accommodation are not eligible.

We have chosen this example as it shows on how to integrate local businesses into the touristic value chain, how to strengthen regional identity, how to value the efforts of local businesses, and how to set incentives for businesses to engage in sustainable regional economic development.

⁴⁸Destination parks, Final Report, Alparc 2019

⁴⁹www.naturparke.at/spezialitaeten/ueberblick/

⁵⁰www.naturparke.at/spezialitaeten/betriebe-des-monats/

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