

Visions in Leisure and Business

Volume 20 | Number 3

Article 2

2002

Destination Marketing Organization Visitor Information and the Representation of Parks

Lynn M. Jamieson
Indiana University

Barbara A. Masberg
Central Washington University

Follow this and additional works at: <https://scholarworks.bgsu.edu/visions>

Recommended Citation

Jamieson, Lynn M. and Masberg, Barbara A. (2002) "Destination Marketing Organization Visitor Information and the Representation of Parks," *Visions in Leisure and Business*: Vol. 20 : No. 3 , Article 2. Available at: <https://scholarworks.bgsu.edu/visions/vol20/iss3/2>

This Article is brought to you for free and open access by the Journals at ScholarWorks@BGSU. It has been accepted for inclusion in *Visions in Leisure and Business* by an authorized editor of ScholarWorks@BGSU.

**DESTINATION MARKETING ORGANIZATION VISITOR INFORMATION AND THE
REPRESENTATION OF PARKS**

BY

DR. LYNN M. JAMIESON

**DEPARTMENT OF RECREATION AND PARK ADMINISTRATION
INDIANA UNIVERSITY
HPER 133
BLOOMINGTON, INDIANA 47405**

AND

DR. BARBARA A. MASBERG

**DEPARTMENT OF PHYSICAL EDUCATION,
HEALTH EDUCATION, LEISURE STUDIES
400 E. 8TH AVENUE
CENTRAL WASHINGTON UNIVERSITY
ELLENSBURG, WASHINGTON 98926**

ABSTRACT

The relationship between the marketing efforts of destination management organizations and the accuracy and efficiency of the marketing efforts with respect to parks are a tedious and inconsistent one. This study extended the work of Masberg and Jamieson by reporting the results of a quantitative analysis of the representation of parks in visitor information. In a study of the representation of parks in tourism collateral materials, it was found that information about parks is inconsistently addressed. A quantitative analysis of park roles and scope showed that approximately 10 out of 324 packets represented parks thoroughly and accurately. An effectiveness guide was applied to these materials to reveal what factors contributed to the effectiveness of the marketing message.

INTRODUCTION

A destination marketing organization (DMO) in the form of a convention and visitors bureau (CVB) or state tourism office has a basic mission to promote a respective state, city, country, or community to potential visitors. Generally, state tourism offices alone collectively spend from \$300 million to \$400 million dollars each year to attract, develop, and maintain a tourism industry (17). A state tourism office coordinates and advocates for tourism at the state level serving to promote key attractions to draw visitors to designated areas. A CVB is the organization which coordinates for visitor related businesses and enterprises throughout a city or town providing marketing, development, and sales leadership. According to Dann (5), the purpose of this marketing approach is to attract further inquiries about a destination area and to project its marketing

image. Once a prospective tourist receives information requested, decisions to travel can be facilitated.

The cooperative aspect of tourism consists of securing appropriate information to enhance the tourism message and accurately project the best image of a given area. To this end, multi-agency partnerships exist in states and are formed to promote tourism. The purpose of this research was to analyze the distribution of information about parks used by destination marketing organizations to encourage visitation to a tourist destination. To this end, the study extended the research of Masberg and Jamieson (12) by reporting the results of a quantitative analysis. The level of association of parks with tourism was analyzed through a content coding process of these materials, the level of association of parks with tourism, and the effectiveness of the method within collateral materials was ascertained. Further, a subset of the most highly effective materials was analyzed according to an exploratory guide to determine reasons for the strength of the message. Among these existent within the partnership are agencies dealing with parks. For example, Arizona formed ACERT, the Arizona Council for Enhancing Recreation and Tourism (Andereck, 1997). Included in the multi-agency team were state and national park representatives who worked collectively on effectively marketing tourism in Arizona. Public parks are natural members of this cooperative due to their presence in locals for which the organization provides services. A growing relationship exists between parks and tourism, particularly when local municipalities, but the extent of that relationship is not well documented.

A study by the International Association of Convention and Visitors Bureaus, Masberg (9) found that bureaus see parks as “very important to their tourism programs” (p. 20).

The relationship between parks and bureaus is seen as somewhat one-sided in that convention and visitors bureaus (CVB) tended to generate collaboration efforts more often with local park delivery systems. On the other hand, research has shown that park and recreation directors were “neutral” in their interest in tourism (15), except in cases where the park is specifically designated as “the” tourist attraction. The extent of the relationship at the state level is not documented, but will be assumed to mirror the CVB attitude.

The role of partnerships in improving the public-private linkage is well documented. Partnerships and collaborative agreements are evident in many leisure industry pursuits to include: friends organizations that promote preservation of natural areas, cooperative ventures to improve the quality of life in a community, multi-agency organizations, such as ACERT, for the coordination of services and consistent presentation of the mission or message, and many other means of cooperating for efficiency and effectiveness.

BACKGROUND

The dynamics of a city furnish a breeding ground for either growth or decline of the tourism industry located there. When a city is viewed as attractive because of quality open space or parks, there is inward migration of new residents and visitors (10). The creation and expansion of recreational landscapes has been one of the most significant of all the changes in the world’s land use since the end of World War II (6).

Public parks are a part of tourism, but the degree of involvement perceived is varied according to placement in the structure of tourism. Further, researchers refer to the fragmented relationship with only a few ex-

amples of cooperation between private tourism providers and public sector recreation providers (2). Masberg & Jamieson (12) found that parks had a minimal or support role in tourism by providing infrastructure, enhancement, and ambiance rather than leadership.

The tourism industry is known for its complexity and variety of enterprises especially when considering the tourism of a particular city or town. This complexity is further intensified when considering the city government structure and agencies, policies supported, and also the profit motivated businesses necessary to have a successful trip or vacation. The hotels, transportation systems, museums, events, police, and other visitor oriented services and facilities must blend and merge to create the whole vacation experience. It is this blend of public and privately managed attractions that ensure the designation of a city as an attraction. Destination marketing organizations in the form of CVBs and state tourism offices is seen as a vehicle to coordinate tourism efforts in an area. One of the strategies utilized is through marketing the area features that serve to attract tourists. A major strategy of their marketing includes the design, development and distribution of brochures and other collateral materials to tourists, conventioners, and various other types of visitors to an area.

The importance of these materials in the choice of destinations for vacation has been investigated by a variety of authors. At the foundation of the development of collateral materials, communication theory modeling is based on the fact that the source of the message, in this case the tourism industry, must develop a message that goes through a variety of channels to get to the receiver, i.e. the tourist. Through these channels the concept of "noise" may cause interference with

transmittal of this information. Also, upon receipt of the message, the receiver may provide the source with feedback. The message can be interpreted by the receiver in several ways, and therefore can become a confused or distorted message as well as a clear one. The feedback gained, i.e. requests for more information, etc. can also lead to distortions about the type of tourist experience intended. Some authors (7, 17) have found that aesthetics, social, innovative, entertainment, and hedonic needs are motivating consumers to request information about a variety of products and services. Parks contribute to the beauty and ambiance of a particular destination. Brochures and other travel information sent to potential visitors from a particular destination are seen as "a powerful and important promotional tool" (4, p. 492). In his study, Chon found that individuals seeking travel information found the materials they received to be "very helpful" and kept the materials for "longer than one month for future travel reference" (pp. 489). Individuals collect travel information for a variety of purposes; to find out what is available for entertainment or to investigate the appearance of a place.

One of the first steps in designing such materials is the collection of pertinent information that can form an attractive package. Dann (5) refers to the diverse mix of promotional materials as including: "magazines and Sunday supplements, on radio, television and billboards, and via direct mail". In addition, there is sales promotion at travel shows, publicity through documentaries and special features, an abundance of sales literature comprising guidebooks, posters and maps, and campaigns ranging from bumper stickers to personal telephone calls. Of these many means, the tourist brochure and the related package is the key focus of the study because it represents the key device upon which a prospective tourist makes fur-

ther travel decisions. Concern about “inauthenticity” of information depicted in brochures stems from spotlighting attractions that may cause a tourist to visit but may prove disappointing because of inaccurate portrayal of the experience.

Parks operated by public parks and recreation departments are often the site for many tourism related events; picnic, hikes, music, fireworks, sports events, tournaments, and contests. As such, they are used by a myriad of different types of tourists such as conventioners, softball competitors, and amusement seekers. Tourism provides economic subsidies of public facilities and services, keeps local businesses in business, and contributes to the income of taxpayers (2) which means there is a natural connection. But Blank (1) points out, often agencies that govern park usage may create problems for the tourism industry due to divergent policies. Further, the lack of involvement of park agencies in providing key, accurate “information” can contribute to authenticity issues with tourism collateral materials.

One connection seen by park and recreation directors was through economics and the economic contribution of tourism to the local economy as positive impacts for local businesses, expanded opportunities for citizens, increased improvements and credibility (15). The investment of local government was most noted in the development of supportive infrastructure of tourism development including streets, facilities, and parks (1). Also, a very tangible manifestation was cited as the use of park facilities for tourism events and sporting competitions. Another view is that of an integrated relationship (14) where recreation is accurately represented. Promotional materials in the form of brochures and other collateral materials are a powerful tool for presentation of parks and a display of the park management

organization.

METHODOLOGY

The purpose of the study was to ascertain 1) the level of association of parks with tourism and 2) the estimated effectiveness of the collateral materials representing parks. This study expanded the qualitative content analysis research (12, 13) that assessed the level of incorporation of public parks and recreation in collateral materials, as well as the role and specific placement and presentation were investigated. This previous study used qualitative methods of ascertain the role of the park in tourism literature. This article reports the results of a quantitative analysis of the marketing poll, process and scope and roles. Both qualitative and quantitative are seen as necessary to fully document relationships in the community tourism marketing process. Through the content analysis, the sender(s) of the message, i.e., the CVB or state tourism office were seen to not integrate the parks into their literature to the extent possible in providing an accurate, authentic image.

Content analysis is known as any technique for making inferences by systematically and objectively identifying specified characteristics of messages. In interpreting materials presented for content analysis, Holsti (cited in 8, p. 596) notes that the coding of materials depends upon an absence or presence of the item under study rather than the frequency. This appearance or omission may be more significant than the frequency of other characteristics. It is up to the researchers to then selectively interpret the appearance of these items. Often, a nominal scale is useful in securing such a basis for interpretation. To this end, known characteristics of sources are then related to the messages they produce. It (content analysis)

then results in a retro mission of that message (3).

In the previous study, the park management organization as a provider of information these DMOs could also be seen as not integration with the tourism industry. The message itself that was sent was seen as more commercially oriented, and parks were minimally involved in the tourism industry as providers of key information about the park as an attraction. This research further investigated data collected through additional qualitative and quantitative techniques.

The output of this study was the quantitative results of a content analysis of tourism materials sent from 49 states and - selected cities throughout the United States. During the data collection period of approximately four months, this study mapped the process of receiving the data from the initial phone call through the arrival of the materials, then through the use of a jury, analyzed the contents of these materials in the form of a message to the tourist.

Materials most commonly mailed to prospective visitors of cities and states in the United States were collected and analyzed. The researchers, placing themselves in the role of the tourist, requested these materials by calling 800 numbers of state tourism officers in 49 states and representative cities within each state. An exploratory content analysis of brochures, guides, and other tourism literature published by CVBs and state tourism offices was conducted. The analysis of content was effected through a jury of three individuals who perused the content and through a focus group process, subjective coding was established to delineate the scope of the park involvement in tourism and the roles of park organization as identified by the content. This allowed the

development of a specialized dictionary to use for further analysis. This "dictionary" was used as a standard form for further perusal and data-based analysis of each document. Contextual translation rules were in place during the jury review of materials in order to limit the amount of material studied in each piece. This information was substantiated through a focus group of park and recreation administrators. Comments were analyzed and specific themes, characteristics, negative evidence, and common concerns from this group related to the presence, representation, and image illustrated in the materials were developed. A formal content analysis occurred, and results were corroborated through a focus group of coders trained to consistently code information from the collateral materials.

Through this process, three initial themes emerged in the selective reduction process:

- a) Park scope, identified on a 1-5 Likert scale (1 = primary attraction in area, 2 = support of other attractions and events, 3 = secondary attraction, 4 = minor part of overall tourism industry and 5 = not involved in the tourism industry).
- b) Park roles, identified as nine areas: tourist draw, infrastructure, enhance image, economic, provide extra, develop and manage events, cost saver, amenity enhancement, contribute to the quality of life.
- c) Process description: This area was identified from communication theory and of overall effectiveness of the tourism message represented in all materials: previously tracked items included speed of arrival and types of materials reviewed, ease, visual appeal, and noise.

Issues concerning reliability of data coding were addressed through repeated focus

group meetings with the jury that involved discussion and decision on implicit meanings of the tourism message in the collateral materials. The validity of the instrument scale was established through the early identification of recurrent themes, and standard face and content validity measures. Also, the jury was essentially recording items classified by definition, and then identified common approaches to recording this classification.

This research built upon these data by completion of a quantitative data analysis using 324 packets secured from 49 state tourism offices, and a sample of convention and visitors bureaus. The sampling frame consisted of professional, trade and consumer listings obtained from state tourism offices, the International Association of Convention and Visitors Bureaus, and the Rand McNally Atlas. Basic descriptive statistics were computed that were best suited to an exploratory study to include the nature of information, the level of association, and the estimated effectiveness of the message. Finally, 10 materials found to contain the highest level of involvement in tourism and all nine roles were further studied according to an effectiveness model for parks in tourism materials. These materials were identified quantitatively, and then further scrutinized to elicit more information regarding how these materials best represent the tourism message.

FINDINGS

This study explored a quantitative analysis of: 1) Profile of the collateral materials, 2) the level of association of parks with tourism, and 3) the estimated effectiveness of the collateral materials representing parks.

Profile of the Collateral Materials

In order to arrive at the processing of marketing materials, requests for and receipt of materials were carefully documented. Data were tabulated for the purpose of showing the process used in gaining information as well as distribution information of materials. These documents were analyzed by recording the state/city, organization/business, date contacted, date received, and contents. Table 1 represents how many packages were received by region, and the frequency and percent of the total number of packages. A total of 324 separate mail pieces was received from the initial request on March 29 to June 7, 1996, representing a response from 49 states and 275 cities. The regional distribution of respondents shown in Table 1 shows the greatest return from the western region (79, 24.4%) and the smallest return from the southwest region (15, 4.6%). This may be attributed to population density.

States responding with the greatest amount of information were California with 21 packages (7%), Pennsylvania with 19 (6.3%), Mississippi with 17 (5.6%), Georgia with 15 (5.0%) and North Dakota with 13 (4.3%). Key forms of collateral materials included brochures, magazines, maps, coupons, calendars, postcards, and fliers; however, the most common type of material received was the tourist brochure format, more specifically the "Tourist Guide".

Table 2 depicts the type of collateral materials received and in what form information was presented.

Table 3 depicts the type of provider, range and mean of mailing cost, and the range and mean of days from request to receipt of the materials. This data were calculated where possible. The most common provider was

the Convention and Visitors Bureau with 180 (47.7%) responses followed by 57 (15.3%) Accommodations, 39 (10.3%) Offices of Tourism, 20 (5.3%) Specific Attractions and 13 (3.4%) Chambers of Commerce. There did not appear to be any centralized pattern for the types of materials received and by whom, however, some networking was evident due to the receipt of multiple mailings from different providers as a result of a single phone request. A total of 68 (18.0%) additional sources were received that include city, state and regional campaigns, individual business promotion, service agencies and/or businesses. Of the total received 129 (34.2%) mailed information via bulk rate, first class or postage paid without an amount indicated. The remaining amounts ranged from \$0.10 to \$3.00 with an average package costing \$0.92 per mailing. The range of time a package took for delivery from request was same day delivery to 63 days, with an average delivery of 12.6 days from date of request to receipt.

The appearance of the collateral materials as referred to the content analysis varied according to quality. One major variation in the readability and focus on parks was the existence and placement of sold space, i.e., advertisements. Advertising was observed and evaluated as a common mode of presentation in collateral materials sometimes potentially distracting and confusing the reader. Coders were asked to estimate % of space as paid advertisement. Table 4 shows the general percentage of sold space existent in the collateral materials reviewed.

The majority of materials used some form of sold space but most used 20% or less space. Nineteen (19, 5.4%) pieces used 60% (79%) sold space. While the statistics do not reveal the quality of ads placed, it can be suggested that an overemphasis on ads can detract from presenting a clear message about na-

ture attractions and amenities (i.e., parks and recreation).

THE LEVEL OF ASSOCIATION OF PARKS WITH TOURISM

Data were analyzed that determined the level of parks appeared to have (role) and the type of involvement (scope) as determined by the jury rating scale.

Tables 5 and 6 show general statistical data about the scope of parks and the observed role in the collateral materials reviewed. While this assessment was a guiding checklist, it can provide some general impressions as to the visibility of parks and natural attractions in tourism collateral materials.

As is revealed by this table, the majority of the collateral materials had a moderate to no role with representation of parks. This trend in the data was quite marked. Only 28.8% of the materials noted a primary support of other attractions with 30 (10.7%) noted as the only attraction in area and 51 (18.1%) rating it just second to that. Further, 36 or 12.8 appeared to not be involved with tourism as represented in the materials reviewed. Table 6 shows the park scope of involvement in tourism.

Finally, an analysis of the effectiveness of the collateral materials was conducted. Selective reduction revealed a subset a subset 10 representative documents, out of 324. The following criteria determined optimal effectiveness of the collateral material subset. 1) Speed of receipt, 2) Ease of presentation, 3) Visual attractiveness, and 4) noise. This subset represented those that indicated all nine roles of parks. These predetermined criteria were classifications represented by the jury content analysis and backed by communications theory.

PARK ROLES IN TOURISM

Table 7 shows the overall roles played by parks within the tourism materials. It can be noted that the highest purpose of the park in collateral information appeared to be “Draw people to the area” (160, 56.7%) and “provide something extra” (139, 52.7%), while lower priorities in tourism appeared to be in the areas of economic impact and image enhancement.

EXPLORATORY EFFECTIVENESS OF COLLATERAL MATERIALS

An effectiveness guide was devised to analyze a subset of collateral materials deemed to have represented the most effective scope and role of parks. These 10 sets had rated highly in all aspects of park scope, representing parks accurately and effectively during qualitative analysis.

As a result of the qualitative analysis of materials noted in the previous study, four factors of effectiveness were identified and operationalized as follows:

Process: identification of what is required to receive tourism information. In utilizing 800 numbers to request information, the following factors were quantified.

1. Process: identification of what is required to receive tourism information. In utilizing 800 numbers to request information, the following factors were quantified.
 - a. Speed of Arrival = mail process
 - b. types of Material = nominal identification
2. Ease: identification of what it takes to read and locate park information
 - a. Table of Contents = yes or no
 - b. Finder Chart = yes or no
 - c. Guide points = yes or no

3. Visual Appeal = assessment of aspects of the material that attract
 - a. Presence of Parks = yes or no
 - b. Visibility of Park = jury rating
 - c. Mapping = jury rating
 - d. Front Page = yes or no
4. Noise: identification of that which distracts the reader
 - a. Clutter = jury rating
 - b. Attachments = yes or no
 - c. White Space = jury rating
 - d. Sold Space = ad space in terms of percent

The scholar rating of 1 being most effective to 5 being least effective was assigned as an overall global rating for each of the above factors.

Figure 1 represented the criteria employed to evaluate the subset of materials. While only exploratory in nature, it provides an assessment approach to those factors representing parks that may serve to draw tourists to a destination.

Table 8 shows the results of subset analysis with 10 of the collateral materials that had the highest representation of parks. On a scale of 1 to 5 with 1 being highly effective to five being highly ineffective, these materials showed the most complete package in representing parks.

DISCUSSION

The value of a park in the attraction of visitors to a destination is addressed by many scholars. However, further exploration of materials related to this importance showed a very limited image of parks in the tourism marketing effort based upon the collateral materials received. Review of the contents of documents through exploratory content analysis, specific focus groups, and a deeper

analysis of content revealed that parks seems to play a secondary role or non-existent role in the information provided about a destination. This limited role needs to be further explored with respect to the proactive ways managers of public park delivery systems may play a more primary role in the accurate and appropriate provision of marketing materials related to public parks and facilities. Thus the following conclusions resulted:

Additional research is needed to analyze the involvement of parks and recreation professionals in the development of collateral materials. The attitude of parks and recreation directors toward tourism is seen as “neutral”, but how is this neutrality manifested when information is requested or involvement is sought in the creation of collateral materials? Are park managers involved in tourism marketing plans?

Further, the choosing of ads, pictures, and texts for brochures can enhance or detract from the materials themselves. A subtle portrait is presented of a destination just by the presence or lack of information and the quality of the display in the form of pictures and graphics. Hirschman (7) has shown, the individuals investigate a destination through the materials and gain an understanding of the aesthetic and character from these materials.

A lack of collaboration is seen in the minimal role observed in the materials of the parks in tourism. Those who have a stake in the outcome should have a word as to the positive or negative display of information about themselves. In this case, it is the park operation and agency.

It appears that, from a rater’s standpoint, visual appeal, lack of clutter with advertising, and sources of guidance with rich and accurate descriptions are most suited materi-

als to provide tourists. Less advertising may provide greater attractiveness to the area as well as separation of advertising from the accurate depiction of what is available and how to access it. The speed of receiving information is not worthy due to the fact that the faster materials are received, the more responsive the tourist may be; however, given that most people will plan ahead, this factor may not be top priority.

First, the quality of the tourism collateral material product is of concern. The choice placement and quality of advertisement and text as related to the tourism message need to be further explored. Specifically, to what extent to these factors enhance or distract from the message that an area is attractive from an environmental point of view? Further what are the most effective ways to get an accurate message across to a potential visitor and also empower the visitor to make wise travel decisions? From the conventions and visitors/state marketeers point of view, the marketing approaches currently employed with collateral materials may need to be more objectively evaluated for effectiveness of the message delivered about parks and recreation services.

Second, review of materials reveals a continued gap between the park agency and tourism business. Brochures and travel guide through content analysis reveal that the parks and park agencies are not involved or have little involvement with visitors but parks are used by tourists on a regular basis. A more collaborative role among these organizations may yield more authentic and therefore ultimately satisfying to the visitor representation of parks in tourism collateral materials. The concept of partnerships fits well in developing what is present in two entities with divergent missions and scope of service, but with common populations of residents and tourists that mingle and de-

mand similar amenities. This can create conflict among these sub-populations, and shows that sometimes agencies work at cross purposes. This is where a partnership becomes mutually beneficial to both park agencies and the convention and visitors bureau. A more proactive role needs to be taken by all those involved in tourism to develop and/or extend the nature of collaborative partnerships to deliver a more effective marketing message. If parks contribute to marketing of the overall quality of life in a community, then the park agency must be more involved in marketing strategy. To this end, more research on the ways that park delivery system may play a more proactive role needs to be conducted. Stronger partnerships between tourism marketing organization and parks agencies can improve the overall image of a destination. The level of involvement that park personnel have may be limited or non-existent, but attendance at CVB meeting could alleviate lack of information or misinformation about parks, which are in many cases a key attraction. These expanded benefits can affect the convention and visitors bureau, the park agencies, residents, visitors and the overall community. For example, through stronger partnerships, the convention and visitors bureau becomes more involved in park agencies and gains visibility in the community. Further, showcasing parks outside of the

community becomes a source of community pride and investment.

Challenges that may require adjustment in agencies as a result of partnerships can include restructuring personnel duties to respond to a broader clientele and retraining individuals to handle the impacts of increased tourism providing membership support for CVB's, and the incorporation of master planning that reflects tourism planning as well.

What could truly develop is that those "green blobs" on city maps in tourism materials become easy to find dynamic attractions, and the convention and visitors bureau is a visible broker of a positive tourism experience in a community (12).

This study, while exploratory in nature, has shown potential limitations of the role of parks in accurately effecting the tourism message. Further, exploration is necessary to ascertain the intention behind what is represented in tourism collateral materials to include, but not be limited to, existing attitudes of park managers with respect to the role of tourism, evidence of involvement of park managers in the tourism industry, and aspects of marketing effectiveness that relates to parks.

REFERENCES

1. U. Blank, *The Community Tourism Industry Imperative*, Venture, State College, Pennsylvania, 1989.
2. R. E. Brayley, *Recreation and Tourism Partners in the Community*, Canadian Parks and Recreation Association, pp. 19-22, 1991.
3. Budd, R.W., Thorp, R.K. and Donghue, L.. *Content Analysis of Communities*. MacMillan, New York, New York, 1967.

4. K. Chon, Tourist Information-seeking Behavior and its Marketing Implications, Hospitality Research Journal, pp. 485-490, 1991.
5. G. Dann, The Language of Tourism, CAB International, Oxford, United Kingdom, 1996.
6. R. G. Healy, The Role of Tourism in Sustainable Development, USAID, Duke University Center for Tropical Conservation, 1991.
7. I. Hirschmann and O. Holbrook, Academic Consumption: Emerging Concepts Methods and Propositions, Journal of Marketing, Vol. 46, pp. 92-101, 1982.
8. O. R. Holsti, Content Analysis for the Social Sciences and Humanities, Addison-Wesley Publishing Company, Reading, Massachusetts, p.2, 1969.
9. International Association of Convention and Visitors Bureaus, 1998 CVB Financial Survey, IACVB Foundation, January, 1999.
10. P. Kotlar, D. H. Haider, and I. Rein, Marketing Places, Free Press, New York, New York, 1993.
11. G. Lindzey and E. Aronson, The Handbook of Social Psychology, Addison-Wesley Publishing Company, pp. 596-692, 1968.
12. B. A. Masberg and L. M. Jamieson, The Visibility of Public Park and Recreation Facilities in Tourism Collateral Materials: An Exploratory Study, Leisure Research Symposium, National Recreation and Park Association, Alexandria, Virginia, 1996.
13. B. A. Masberg and L. M. Jamieson, The Visibility of Public Park and Recreation Facilities in Tourism Collateral Materials, Journal of Vacation Marketing, Vol. 5(2), pp. 154-166, 1999.
14. P. Murphy, Tourism: A Community Approach, Methuen, New York, New York, 1985.
15. W. C. Norman, P. C. Fieber, and K. W. Larkin, The Role of Tourism in Local Public Park and Recreation Agencies, Proceedings of the Travel and Tourism Research Association, Bel Harbor, Florida, U.S. Travel Data Center (1995). 1995 Outlook for Travel and Tourism, Washington, DC: U.S. Travel Data Center, 1994.
16. R. Peterson, A Content Analysis of the Depiction of Seniors in Restaurant Television Commercials, Journal of Hospitality and Leisure Marketing, Vol. 3(4), pp. 49-65, 1996.
17. C. A. Vogt, Travel Information Innovative: What is their Fancy?, Proceedings of the Travel and Tourism Research Association, Bel Harbor, Florida, 1994.
18. R. P. Weber, Basic Content Analysis. 2nd ed., Sage, Newberry Park, California, 1990.

TABLE 1

Collateral Materials Received by Region

Region	Frequency	Percent
1. Northeast	46	14.2
2. Southeast	57	17.6
3. Midwest	66	20.4
4. South	42	13.0
5. Southwest	15	4.6
6. West	79	24.4
7. Northwest	19	5.9

* National Revision and Park Association Regions

TABLE 2**Form of Collateral Materials**

Material	Frequency	Percent
Visitor Guide	77	25.7
Quick Guide	3	1.0
Conference Planning	2	0.7
Map	21	7.0
Brochure	7	2.3
Activities Event Guide	13	4.3
Destination Guide	12	4.0
Travel Guide	17	5.7
Guide to Special Events	5	1.7
Events Coordinator	24	8.0
Vacation Guide	10	3.3
Accommodations Guide	12	4.0
Miscellaneous: coupons	97	32.2
Total	324	100.0

TABLE 3

Processing Matrix of Collateral Materials*

Type of Provider	N / %
Convention/ Visitors Bureau	180 / 47.7%
State Office of Tourism	39 / 10.3%
Specific Attraction	20 / 5.3%
Chambers of Commerce	13 / 3.4%
Accommodations & Real Estate	57 / 15.3%
Other	68 / 18.0%

*Range of Mailing Costs = \$.10-300, Mean = \$.92

Range of Days to Receive Materials = Same Day to 63 Days, Mean = 12.57 Days

TABLE 4

Sold Space in Collateral Materials

Percent Sold Space	Frequency	Percent
80-100	6	1.9
60-79	19	5.0
40-59	36	11.1
20-39	48	14.8
0-19	215	66.3
	324	100.0

TABLE 5

Overall Scope of Parks

Scope	#	%
1. Primary attraction in the area	30	10.7
2. Support other attractions/events	51	18.1
3. Secondary attractions	72	25.6
4. Minor part of overall tourism industry in area	92	32.7
5. Not involved in tourism industry	36	12.8
Total	281	100.0

N = Missing data = 43

TABLE 6**Park Scope by Region**

REGION	SCOPE SCALE*					TOTAL
	1	2	3	4	5	
1) Northeast	3	12	6	11	2	34 (12.1)
2) Southeast	---	4	18	19	11	52 (18.5)
3) Midwest	5	12	13	27	15	62 (22.1)
4) South	2	7	10	12	6	37 (13.2)
5) Southwest	3	3	1	4	4	15 (5.3)
6) West	9	9	23	16	7	64 (22.8)
7) Northwest	8	4	1	3	1	17 (6.0)
TOTAL						281 (100.0)

N = Missing data = 43

* Table 5 identifies scope

TABLE 7

Overall Roles of Parks in Collateral Materials

Role	#	%
Draw	160	56.7
Infrastructures	89	33.2
Enhance Image	63	27.6
Economic	57	23.8
Provide Extra	139	52.7
Develop and Manage Events	92	39.7
Cost Saver	12	6.0
Amenity Enhance	95	36.8
Contribute to Quality of Life	112	45.5

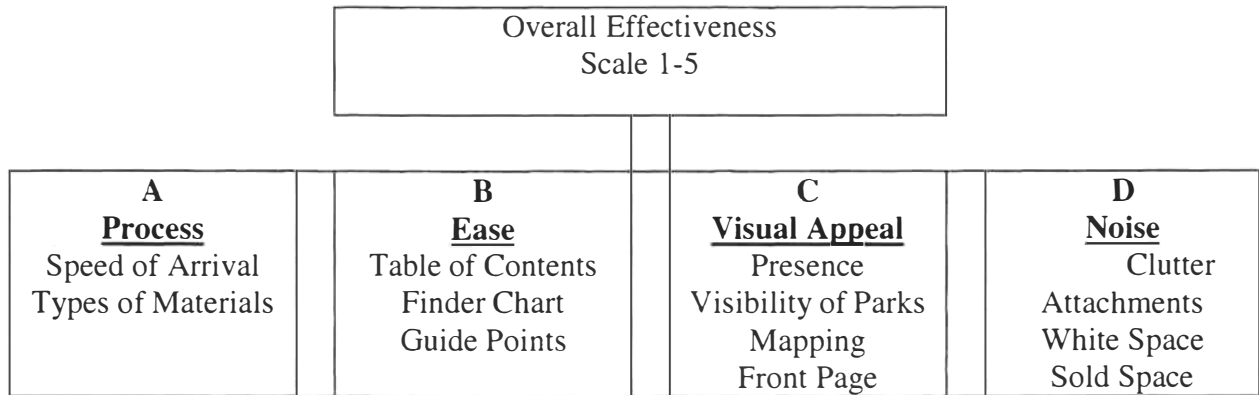
TABLE 8

<u>Collateral Material Description</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
<u>1. State Travel Guide</u>	<u>21 days</u> <u>5</u>	<u>Table of Con-</u> <u>tents</u> <u>1</u>	<u>Park Pictures</u> <u>Regional</u> <u>Guide Map</u> <u>1</u>	<u>20%</u> <u>1</u>
<u>2. State Travel Guide</u>	<u>13 days</u> <u>4</u>	<u>No Table</u> <u>Region Guide</u> <u>1</u>	<u>Park Roles</u> <u>1</u>	<u>35%</u> <u>2</u>
<u>3. State Travel Guide</u>	<u>12 days</u> <u>4</u>	<u>Table of Con-</u> <u>tents</u> <u>Checklist for</u> <u>more Info.</u> <u>1</u>	<u>Parks shown</u> <u>Map</u> <u>1</u>	<u>40%</u> <u>2</u>
<u>4. County Visitors Bureau</u>	<u>10 days</u> <u>3</u>	<u>Table of Con-</u> <u>tents</u> <u>1</u>	<u>Park/Historic</u> <u>Sites Map</u> <u>Segmented</u> <u>Park</u> <u>Brochures</u> <u>1</u>	<u>10%</u> <u>1</u>
<u>5. City Convention & Visitors Bureau</u>	<u>Same day</u> <u>5</u>	<u>Index</u> <u>2</u>	<u>Park/Historic</u> <u>Map Sites</u> <u>2</u>	<u>45%</u> <u>3</u>
<u>6. State Travel Packet</u>	<u>10 days</u> <u>3</u>	<u>Region Table</u> <u>of Contents</u> <u>1</u>	<u>Parks Map</u> <u>Tours</u> <u>1</u>	<u>20%</u> <u>1</u>
<u>7. City Guide</u>	<u>3 days</u> <u>1</u>	<u>Table of Con-</u> <u>tents</u> <u>Advertisers</u> <u>Index</u> <u>1</u>	<u>Clear Plastic</u> <u>Enve-</u> <u>lope</u> <u>Park/flowers</u> <u>on cover</u> <u>1</u>	<u>10% special</u> <u>on pages</u> <u>1</u>
<u>8. City Guide</u>	<u>Same day</u> <u>5</u>	<u>Table and</u> <u>Tour Guides</u> <u>1</u>	<u>Attract Index</u> <u>Map with</u> <u>Description</u> <u>Top Park Role</u> <u>1</u>	<u>0%</u> <u>1</u>

<u>9. State Travel Guide</u>	<u>14 days</u> <u>4</u>	<u>Table of Con-</u> <u>tents</u> <u>1</u>	<u>Drive Guide</u> <u>Event Guide</u> <u>1</u>	<u>10%</u> <u>1</u>
<u>10. County Travel Guide</u>	<u>5 days</u> <u>1</u>	<u>Table of Con-</u> <u>tents</u> <u>1</u>	<u>Parks on 20</u> <u>pages</u> <u>Promotion of</u> <u>ecotourism</u> <u>map</u> <u>1</u>	<u>0%</u> <u>1</u>

FIGURE 1

Effectiveness Guide



*Scale 1 = most effective