

University of Mississippi

eGrove

---

Honors Theses

Honors College (Sally McDonnell Barksdale  
Honors College)

---

Spring 5-13-2023

## The Value of an Integrated Marketing Campaign to Grow Interest in Visiting the U.S. National Parks

Hermine Granberry  
*University of Mississippi*

Follow this and additional works at: [https://egrove.olemiss.edu/hon\\_thesis](https://egrove.olemiss.edu/hon_thesis)



Part of the [Communication Technology and New Media Commons](#), [Public Relations and Advertising Commons](#), [Social Media Commons](#), and the [Tourism and Travel Commons](#)

---

### Recommended Citation

Granberry, Hermine, "The Value of an Integrated Marketing Campaign to Grow Interest in Visiting the U.S. National Parks" (2023). *Honors Theses*. 2960.  
[https://egrove.olemiss.edu/hon\\_thesis/2960](https://egrove.olemiss.edu/hon_thesis/2960)

This Undergraduate Thesis is brought to you for free and open access by the Honors College (Sally McDonnell Barksdale Honors College) at eGrove. It has been accepted for inclusion in Honors Theses by an authorized administrator of eGrove. For more information, please contact [egrove@olemiss.edu](mailto:egrove@olemiss.edu).

THE VALUE OF AN INTEGRATED MARKETING CAMPAIGN TO GROW INTEREST IN  
VISITING THE U.S. NATIONAL PARKS

By  
Hermine Granberry

A thesis submitted to the faculty of The University of Mississippi in partial fulfillment of the  
requirements of the Sally McDonnell Barksdale Honors College

Oxford  
May 5, 2023

Approved by

---

Advisor: Mr. Dennis Irwin

---

Reader: Dr. Mark Dolan

---

Reader: Dr. Kurt Streeter

© 2023  
Hermine Granberry  
ALL RIGHTS RESERVED

## ACKNOWLEDGEMENTS

First, thank you to my thesis advisor Dennis Irwin. I'm so grateful to have worked with you again and have enjoyed talking, researching, and navigating this thesis. I couldn't have imagined writing about the national parks with anyone else. Thank you for answering every question I had and making this thesis an incredible experience.

Thank you to my second reader and first honors college professor Dr. Mark Dolan. Thank you for always making my writing better and encouraging me to think in new ways. I've learned so much from you over the past four years and couldn't have imagined my time at Ole Miss without you as one of my professors. Thank you to Dr. Kurt Streeter for serving as my third reader. I appreciate you taking the time to help make this thesis the best it can be.

Thank you to Mindy Riesenberg, the Director of Marketing and Communications at the Grand Canyon Conservancy. I appreciate you taking the time again to talk about marketing, advertising, and national parks. I am incredibly grateful to have your insight and expertise on this subject.

Thank you to the Sally McDonnell Barksdale Honors College for an incredible four years of learning, opportunity, and experience. I'm grateful for my Freshmen Ventures experience in 2019 that not only led me back to the topic of the national parks but also connected me with Mindy Riesenberg. The honors college is one of the best parts of the University of Mississippi, and I know it has prepared me well for my future.

Thank you to the School of Journalism and New Media. I knew I wanted to major in integrated marketing communications since my junior year of high school and have since then, been so grateful for all the amazing faculty and opportunities the school has given me. I am so proud to have been a part of the School of Journalism and New Media and know that I am prepared for both graduate school and a future communications and marketing career because of the school.

Finally, thank you to my family for being anchors of support and love. Thank you for always encouraging me and being my biggest cheerleaders. I sincerely cannot thank you each enough for how supportive you all are of me, and I hope I make all of you proud.

## **ABSTRACT**

**HERMINE GRANBERRY: The Value of an Integrated Marketing Campaign to Grow Interest in Visiting the U.S. National Parks (Under the direction of Mr. Dennis Irwin)**

When the centennial celebration of the National Park Service was approaching in 2016, the National Park Service launched a two-year campaign to only commemorate the last century of NPS, but to also reconnect Americans with the parks. Ten years have passed since the initial creation of the campaign. This thesis researches the value of how another integrated marketing campaign could increase visitation to the U.S. National Parks in the future.

Through evaluating the previous Find Your Park campaign and current trends in travel and vacation, this research investigates not only future campaign ideas but also the use and incorporation of augmented reality and further social media engagement for the National Park Service to reach a broader audience.

To understand the industry perspective of marketing a national park, an interview was conducted with the Director of Marketing and Communications at the Grand Canyon Conservancy Mindy Riesenber. A survey was also designed to understand University of Mississippi students' visitation to a national park in the last five years and their travel habits.

Through the course of this thesis, the application of integrated marketing techniques in conjunction with a future nationwide campaign was recommended to increase awareness of the U.S. National Parks and therefore increase visitation to the parks.

## TABLE OF CONTENTS

LIST OF FIGURES	vi
TERMINOLOGY	viii
INTRODUCTION	1
CHAPTER I: LITERATURE REVIEW	2
CHAPTER II: RESEARCH METHODOLOGY	15
CHAPTER III: RESULTS	20
CONCLUSION AND RECCOMENDATION	32
VISUAL OF FIGURES	35
BIBLIOGRAPHY	41

## **LIST OF FIGURES**

- FIGURE 1 Demographics of University of Mississippi Students Participating in Survey
- FIGURE 2 Results of Respondents who have or have not visited a U.S. National Park within the last five years
- FIGURE 3 Most Visited U.S. National Parks by Survey Respondents
- FIGURE 4 Length of Stay for Respondents who have visited a U.S. National Park
- FIGURE 5 Lodging Preferences of Respondents who have visited a U.S. National Park
- FIGURE 6 Activities Participated in While at a U.S. National Park
- FIGURE 7 Likert Scale of How Likely Respondents who Have Visited a U.S. National Park are to Visit Again
- FIGURE 8 Vacation Destinations for Respondents who have not visited a U.S. National Park in the last Five Years
- FIGURE 9 Lodging for Vacations not at the U.S. National Parks

FIGURE 10           Activities Participated in during non-U.S. National Park Vacation

FIGURE 11           New and Previously Visited Vacation Destination Habits

FIGURE 12           Likert Scale of How Likely Respondents would be to Visit a U.S. National  
Park in the Future



## TERMINOLOGY

**National Parks Service (NPS)**- The National Park Service is a federal government agency a part of the United States Department of Interior to protect, educate and manage historical and natural sites as well as some monuments.

**National Parks (NP)**- The NPS oversees 424 different types of natural and historical areas, but this research will focus specifically on the 63 designated national parks.

**Integrated Marketing Communication (IMC)**- a method of communications that centralizes the messaging of various marketing and communications fields to produce the most effective results with the target audience.

**Day Trip**- A trip that is not spent over the course of multiple days and in context to this research, visits to a national park that did not involve the visitor staying overnight at the park

**Off-site Rental**- Refers to a form of lodging that is not “on-site” at a national park. The visitors who use “off-site rentals” are not lodging at the national parks

**Target Audience**- The specific group of consumers that a brand’s advertising and marketing are aimed toward for further engagement

## INTRODUCTION

For the last 100 years, the United States National Park Service has protected and preserved over 85 million acres of America's most iconic landscapes and historic sites for generations of visitors. With one of the most diverse landscapes in the world, NPS oversees national parks from the warm waters of South Florida to the frigid frontiers amidst the arctic circle. Environmentalist and historian Wallace Stegner deemed the creation of the national parks "America's best idea" as "they reflect us at our best rather than our worst."

A reflection that continues to be displayed with pride and wonder at natural sights that could never be created by humans. The national parks have inspired and captivated generations of travelers with their marketing never being too far behind. From the earliest forms of marketing and advertising for America, most campaigns focused on the beauty and magnitude of the American frontier, specifically, the national parks.

Just as posters of national parks illustrated by the Work Projects Administration (WPA) of the 1930s captured audiences, today's digital media serves in the same role to instill awe in future park visitors. As today's society continues to evolve technologically every day, the national parks are just as much a part of current marketing trends and exposure as any other brand. In 2016, the National Park Service held its centennial celebration since its founding in 1916, and in preparation, the National Park Service launched the Find Your Park campaign.

Since the Find Your Park campaign's initial run, technology has further evolved with the use of augmented reality (AR), artificial intelligence (AI) and more efficient analytics of digital engagement and target audience reach. With the conjunction of this technology and an integrated marketing perspective, the National Park Service could reach a larger section of its target audience with an integrated marketing campaign.

## CHAPTER I: LITERATURE REVIEW

### History of the United States National Parks Service

Though the idea of protecting vulnerable habitats and landscapes for the prosperity of the future against human destruction and greed seems understood today, the preservation of these acres of land for simple beauty and wonder was an uncommon thought in the early 19th century.

As 19th-century American pioneers started heading west, they discovered a landscape that was unlike anything found on the eastern coast. Though the thought of California gold and new opportunities enticed pioneers west, the natural beauty and grandeur of this “new frontier” sparked ideas of preservation for future Americans rather than possible exploitation of the resources. In June 1855, pioneer and journalist James Hutchings first visited Yosemite Valley after hearing reports of a “nearly thousand feet” waterfall (“James and Elvira Hutchings”). Guided by two American Indians of the Yosemite Valley, Hutchings, and artist Thomas Ayers spent five days in the valley, exploring, documenting, and illustrating their experiences (Taylor, 1936).

After their return, Hutchings published an article about his experience of the trip in the *Mariposa Gazette* along with Ayers’ illustration of Yosemite Falls. The following summer in July of 1856, Hutchings published the first edition of *Hutchings’s California Magazine*, featuring Yosemite with it accompanied by Ayers’ illustration of the valley from the previous year (Taylor, 1936). Over five years till its discontinuation in 1861, a total of 60 publications inspired and enticed the curiosity of the American West in its readers (“James and Elvira Hutchings”).

Though not the first national park, on June 30, 1864, President Abraham Lincoln signed Senate Bill 203, the Yosemite Valley Grant Act, to preserve and protect the land of Yosemite Valley and Mariposa Big Tree Grove by making it a public park (“June 30”). This act serves as the starting point for many acts that will follow which will ultimately lead to the creation of the National Park Service in 1916.

As the country continued its healing from the Civil War in Reconstruction, Congress sent a group of United States Geological Survey scientists led by Ferdinand V. Hayden to explore the Yellowstone area (“Expeditions Explore Yellowstone”). With the expedition funded by Congress and very little previously documented on the Yellowstone region, Hayden and his team of scientists explored, observed, and studied the vast and diverse geological and geothermal landscape for the next six months. Hayden reports that when his team arrived at Yellowstone Lake “such a vision is worth a lifetime, and only one of such marvelous beauty will ever greet the human eye. From whatever point of view, one may behold it, it presents a unique picture (“Ferdinand Vandiveer Hayden”).

At the end of the survey, Hayden’s team of scientists brought back a more detailed map of the Yellowstone area as well as public interest and excitement about the area (“Expeditions Explore Yellowstone”). Upon his return, Hayden presented a 500-page report of his survey of Yellowstone along with illustrations and photographs of the land to senators, congressmen, and members of the United States Department of the Interior (“Ferdinand Vandiveer Hayden”). By December 1871, a bill to protect Yellowstone appeared in both the House and the Senate, and by March 1, 1872, President Ulysses S. Grant signed the Yellowstone National Park Protection Act, making Yellowstone the first national park (“Ferdinand Vandiveer Hayden”).

With Yellowstone set aside as a national park, this allowed the government to monitor and preserve the area with higher scrutiny at the federal level rather than just the state level, setting a new standard for conservation. Conversationalist and “Father of the National Parks” John Muir first visited Yosemite in 1868 and loved the environment and landscape so much that the following year, he moved to the area, working as a ranch hand (“John Muir”). Through the 1870s, Muir began writing essays and articles about the grandeur of the park and the nature that filled it, becoming a strong and known voice for the area (“John Muir”). Though set aside for preservation as a public state park by the 1864 Yosemite Valley Grant Act, years of constant tourism and unmonitored logging and livestock grazing were depreciating and destroying the natural resources and area around the grant area (“People: John Muir”).

Seeing the destruction, Muir wrote articles about the landscape of Yosemite with the realities of what was happening, publishing them in *Century Magazine* in 1889 (“People: John Muir”). Muir’s writing sparked the conversation of incorporating Yosemite into a national park like Yellowstone to better upkeep and protect the area. Quickly after the articles were published, congress passed a bill to make the surrounding area of the Yosemite Valley Grant a national park officially on October 1, 1890 (“John Muir”). Muir’s advocacy and writings also helped establish Sequoia National Park with its bill being passed and signed by President Benjamin Harrison on the same day (“People: John Muir”).

As a proud outdoorsman and naturalist, President Theodore Roosevelt like many other Americans was captivated by Muir’s writing and observation of Yosemite National Park (“People: John Muir”). In 1903, President Roosevelt toured and camped in Yosemite with John Muir as his guide. For three nights, the men talked about conservation, the future of protecting natural landscapes, and for Muir, advocating to include the Yosemite Valley Grant area as part of

the surrounding national park and removing it from state protection (“People: John Muir”). A couple of years later in 1906, President Roosevelt signed the Yosemite Reversion Bill which served as a Joint Resolution to place the Yosemite Valley Grant area and Mariposa Big Tree Grove from the 1864 bill under federal protection as part of the Yosemite National Park (“People: John Muir”).

During President Roosevelt’s presidential terms from 1901-1909, he created five national parks, 18 national monuments, and 150 national forests, protecting over 230 million square feet of land for the public (“People: John Muir”.) Before 1906, an act by Congress with presidential approval was needed to create and preserve land under federal protection. For the future of national parks to come, the Antiquities Act of 1906 allowed for federal protection of natural or cultural preservation by just presidential authority with administrative action to establish national monuments (“Antiquities Act of 1906”).

As with President Roosevelt, the passion for the conservation of John Muir’s writing inspired his readers and filled them with the same fascination about the natural world. One reader who became in awe of Muir’s perspective on conservation was Stephen Mather who would later serve as the first director of the National Park Service. During a hike in 1912 at Sequoia National Park, Mather met John Muir, leaving Mather even more inspired by Muir’s advocacy for preservation (“Stephen Mather”).

In visiting Sequoia National Park and Yosemite National Park two years later in 1914, Mather was astounded with disappointment at the condition of the parks (“Stephen Mather”). Mather realized that there needed to be a division of government specifically over the national parks, so he reached out to the Secretary of the Interior Franklin Lane who also happened to be

an old college classmate of his from the University of California at Berkeley (“Stephen Mather”).

With an invitation from Lane to come to Washington D.C. and work in the Department of the Interior, Mather sought to create federal oversight and support the national parks desperately needed. Having made his fortune early in the borax industry, Mather used his wealth and connections to lobby in Washington D.C. while setting the groundwork for what will become the National Park Service (“Stephen Mather”). In 1916, President Woodrow Wilson signed the Organic Act of 1916 which created and authorized the National Park Service under the United States Department of the Interior (“1<sup>st</sup> National Park Service Director”). With this act, NPS “is to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations (“Organic Act of 1916”).”

In May 1917, President Wilson appointed Mather as the first director of the National Park Service where he served until his retirement in 1929 (“1<sup>st</sup> National Park Service Director”). Under Mather’s direction, he and his assistant Horace Albright toured through the various national parks, taking notes of their conditions and areas of improvement for lodging, recreation, park administration, and accounting for the soaring automobile industry (Sellars, 1997). Though the public remained fascinated by the national parks, the presence of World War I sparked some intense public pressure to use the resources under federal protection inside the national parks for the war effort. However, Mather remained resolute in his protection and preservation of the national parks.

Serving as director through the 1920s, Mather worked diligently to increase interest and visitation to the national parks in the public. Mather also knew that with increased access to

personal automobiles that the national parks had to be accessible by vehicle, but also more importantly, for visitors to have a road system to drive out west (Sellars, 1997). To assist with this project, Mathers founded the Park-to-Park Highway Association to ensure highway road improvements as well as the construction of new highways that would guarantee ease of travel out west for visitors (Sellars, 1997). In his Washington D.C. office, Mather directed the public relations office to assist with advertising the national parks and promoting them with tourism opportunities (Sellars, 1997).

Within the parks themselves, Mathers improved visitor stay by offering various price points of lodging from low-end to a more high-end, comfortable experience, including permitting some “luxury hotels (“Creation of the National Park Service”).” Visitor lodging was not the only upgrade to the parks, improved administrative buildings, museums and educational centers, parking lots, recreational facilities with horseback riding, trails, campsites, and mountain climbing, and facilities for power grids and sewage systems (Sellars, 1997). Horace Albright succeeded Mather as NPS director in 1929 and acknowledged that Mather was responsible for "1,298 miles of roads, 3,903 miles of trails, 1,623 miles of telephone and telegraph lines, extensive campgrounds, sewer and water system[s], power plants, [and] buildings (Sellars, 1997)."

As Albright transitioned into his new role as director, America’s roaring economy of the 1920s would come to a screeching halt as the country experienced the historic stock market crash of October 1929. At the Great Depression’s height from 1929-1933, almost a quarter of the 12-million-person American workforce was unemployed (“Great Depression Facts”). However, as the newly elected president Franklin D. Roosevelt came into office in January of 1933, the state of the economy and the National Park Service would soon change for the better.



Through Albright's time working in the National Park Service, including his three years as the director, Albright imagined a more streamlined reorganization of the National Park Service. This reorganization idea would expand the National Park Service's protection of past parks and monuments to include national cemeteries, battlefields, and historic landmarks which at that time were under various departments. Just as Albright's time as director was wrapping up, FDR signed Executive Order No. 6166 which expanded the National Park Service to do just that ("Federal Park's Reorganization (1933)").

Just like his presidential cousin before him, President FDR was also a proud conversationalist and would not only add national parks, monuments, and historic sites to the list during his terms but also incorporate the parks into his New Deal programming to resuscitate the country's unemployment and economy ("FDR's Conservation Legacy"). With the signing of Executive Order No. 6101 (Emergency Conservation Work Act), FDR created the Civilian Conservation Corps (CCC) ("Civilian Conservation Corps (CCC)"). In its duration from 1933-1942, more than 3 million unemployed young men enrolled in the CCC with 275,000 joining within the first three months of the programming ("Civilian Conservation Corps (CCC)").

Across the country, the CCC worked to restore and enhance America's public parks and land through road and trail maintenance, building restoration and construction as well as conservation efforts with forest fires and soil erosion all while receiving a monthly pay of \$25-\$30, food and shelter, and access to education ("Civilian Conservation Corps (CCC)"). With the conclusion of the program in 1942, the CCC had planted 3 billion trees, installed 5,000 miles worth of waterlines, built 1,500 cabins, and helped establish 800 state parks ("Civilian Conservation Corps (CCC)").

Today, the National Park Service continues to be a cornerstone of American tourism and pride with their oversight and preservation of over 400 units of national monuments, parkways, and preservations, and of that, 63 national parks with New River Gorge National Park added in December 2020.

### **Integrated Marketing Communications**

Integrated marketing communications (IMC) bridges the once separate entities of marketing and communications firms like advertising, public relations, social media, marketing, selling, etc. into one unified instrument, to produce the most effective result with its consumers (Schultz, Don E., et al., 1994).

IMC deviates from the monologue voice of the 1950-70s and creates a conversation between the business and consumer. IMC is consumer focused and driven, which goes beyond the superficial goal of the quick sale, and instead connects the consumer with the product in multiple ways. They build long-term, meaningful relationships to create a strong sense of brand loyalty. For a long-term strategy to be most effective, multiple strategies and conversations are used to engage with the consumer, so the consumer sees as much of themselves as a stakeholder in the company.

Today, consumers hold more power than ever, which defines how a brand develops its relationship with its consumers to ensure the longevity of the brand. Instead of brands pushing a monotoned voice through mass communication efforts, consumers now expect a personalized voice that speaks to the individual consumer and not the masses (Schultz, Don E., and Heidi F. Schultz, 2004). The consumer wants to see themselves within the product and brand as well as the product and brand's place in their life.

Consumers understand when they are being marketed or advertised to and no longer fall oblivious to the strategic tactics of business, but instead, through that acknowledgment, position their own needs, wants, and desires to be met by the company and if the company does not, the consumer takes their business elsewhere.

More than ever, consumers are marketed through social media, radio, podcasts, television, and about everywhere they go. The implication of the IMC strategy is not only to create a unified voice but also chooses to meet the consumer where they are and foster a relationship that lasts.

The heart of IMC is the consumer and what techniques will foster the most impactful relationship to fill the individual needs and wants of consumers. IMC helps consumers answer the question: Why does the brand deserve the consumer's loyalty?

IMC is the Swiss army knife of the communications industry (Kocek, 2013). It serves many functions that serve an important purpose for a specific reason, but at the same time, its parts do not separate from one another and stay focused on the larger entity.

### **Current U.S. Travel and Vacation Trends**

After the shutdown of all travel during the COVID-19 pandemic in 2020, the current travel forecast indicates that domestic leisure travel has risen back to pre-pandemic levels ("Travel Forecast"). In 2022, there were over two million domestic leisure trips with over \$837 million in spending ("State of Travel"). Within the next six months, about 53% of Americans have plans to travel, and within the next three months, over a quarter of Americans plan to increase their spending on future travels ("Q2 Consumer Insights").

With an increased interest and an ability to travel again, travel destinations will be looking into what travelers want in a leisure travel experience. Consumers' top three travel destinations for the next year are a "large city," a "small town," and a "national park ("Leading Leisure Travel Destinations)." Though hotels, motels, and inns still lead the lodging category for travel, there has been some increase in travelers using other vacation rental options like Airbnb and VRBO ("Most Popular Summer Vacation Accommodations"). As a result of the pandemic, working virtually and from home has become a common trend across many career fields. With the ability to work anywhere, the combination of working while away on leisure has also grown. For these vacations that mix both leisure and business, most U.S. travelers preferred a two-to-three-day trip ("Preferred Length of Stay").

As travel continues to become more accessible further away from the pandemic, U.S. travelers are eager to travel again.

### **Ecotourism**

Traveling and tourism are related to activities and appreciation of nature and the natural world while also advocating for the importance of conservation. The idea of ecotourism is not necessarily a new concept for the leisure of travel, but rather an identified subcategory of travel and tourism. For centuries, people have gone on excursions to new places mostly centered around some sort of natural world experience. Whether that was to the mountains, a beach, a lake, or a cabin, people have chosen continuously to enjoy leisure amongst the natural world.

However, ecotourism bridges the already loved and enjoyed travel to these natural landscapes with the prompt to travelers to conserve and protect the land and wildlife of their favorite destinations. The revenue-generating and favorable experience of a natural place through

ecotourism relies on continuous conservation and support for that area (Boley, B. Bynum, Gary T. Green, 2015). As one strengthens, so does the other, leading to further advocacy for conservation, but also generating the local economy of these areas with the influx of tourism.

For the conservation effort of ecotourism to be effective, the “why” of the tourism experience must provoke a sense of obligation to protect and preserve a destination they love and want to see again. This understanding of why is in constant competition with other flashy, more profit-focused travel destinations. The sights and scenes of the natural world cannot be recreated with even the most advanced technology and stand-alone amongst other travel destinations, but that alone cannot persuade the tourist to choose it as a travel destination. Ecotourism requires the consumer to go beyond the vacation and be a part of the cause.

### **Previous National Park Service Campaign: Find Your Park Campaign**

In preparation for the National Park Service’s centennial anniversary in 2016, NPS partnered with advertising agency Grey Group New York to develop an “integrated multi-platform marketing and communications campaign.” The Find Your Park campaign covered the U.S. National Parks and all other historic and natural sites the National Park Service oversees.

For Grey Group the overall goal of the campaign resulted in not only raising awareness about the 100 years of NPS but also

“to broaden that awareness and deepen the relationship Americans have with the National Park Service. To amplify the National Park Service story beyond the stewardship of parks as cultural and historic physical places to the broader mission of the Park Service of today. To extend that message to the many community-based efforts of the Park Service.

To discuss educational programs, and societal issues, like climate change, or shoreline degradation. (Grey Group New York, 2013).”

The foundation of the Find Your Park campaign was rooted in the theory and practice of integrated marketing, personalizing its advertisement and messaging to individuals rather than the entire public. As a government agency, the National Park Service represents all Americans, so the most effective campaign would reflect the individual interest of all Americans. This personalization to individual audience members created a connection between every park or historic site had to offer with the interest of the individual in mind.

For the NPS, one of the goals of the Find Your Park campaign was to build a stronger connection with their millennial audience. In a post-evaluation report for the campaign, researchers found that the campaign was successful in connection with their millennial audience through social media platforms (Johnson, et al., 2021). The Find Your Park campaign encouraged social media users to upload and share their “why” for a national park. For its millennial target audience, the act of sharing and documenting their experiences at NPS parks encouraged social media users to individually participate in the purpose of the campaign (Johnson, et al., 2021). Instead of the campaign reflecting a monotoned, one-sided experience of the National Park Service, it accurately reflected the unquity and individuality of Americans with their own experiences.

The Find Your Park campaign gave social media users a platform of their own to post about what their “park” means to them, but still in a unified way through a common hashtag and overall campaign idea. In a post-evaluation of the Find Your Park campaign, researchers shared campaign performed successfully with its goals to reach and interact with its millennial audience (Johnson, et al., 2021). The evaluation further recommends that the National Park Service cannot

let the success of a previous campaign be the only momentum but seek innovative and new ways for future campaigns.

## **CHAPTER II: RESEARCH METHODOLOGY**

### **Survey Design and Questions**

The purpose of the survey was to understand the current travel interests, trends, and experiences of those who visited a national park within the last five years and those who have not and what their travel interests are.

The survey also serves as an initial research and creative direction for a possible National Park Service campaign. Before even starting the campaign, researchers will have data from the survey to start the foundation of what past visitors and future visitors are looking for in a vacation. The purpose of the Find Your Park campaign was to not only celebrate the 100 years of the National Park Service but to also “reconnect Americans with the parks (Grey, 2014).” Since it has been almost ten years since the beginning stages of the campaign, the National Park Service must have a current understanding of their target audience’s current travel interest as well as a look at what might convince someone who has not been to a national park within the last five years to plan a trip to visit.

With creating the survey, it was important to make sure that anyone could take the survey and participate. After initially asking whether the respondent visited a national park within the last five years, their answer branches into two groups: those who have been in the last five years and those who haven’t.

For the respondents who have, the survey asked which park(s) they had visited and then more detailed questions about their travels. The following questions were asked about the details of the trips:



1. How long was your trip? Select all that apply to your previous trip(s) in the last 5 years.
2. Where did you stay?
3. During your stay, did you travel to a surrounding town or community outside of the National Park?
4. What activities did you participate in while at the National Park? Select all that apply.
5. How likely are you to visit more National Parks in the future?

These questions were asked to understand the habits and interests of previous park visitors to further inform NPS what their target audience is participating in and financially investing in while on vacation.

For the respondents who have not, the survey asked about previous vacations and travels within the time frame. The following questions were also asked about the details and habits of the trips:

1. In the last five years where have you traveled for vacation?
2. Where are you most likely to stay for vacation?
3. What activities do you make time for while on vacation?
4. How do you travel most often?
5. In the last five years, out of your vacations, were you either somewhere new or somewhere you have been at least once before?
6. How likely are you to visit a National Park in the future?

Though the survey serves as insightful information on previous national park visitors, it also provides a clearer understanding of what people who have not visited a national park are looking for in vacation and travel. By understanding their travel habits, the National Park Service can build a campaign that not only encourages previous visitors to come back but also how parks can strategize their messaging to persuade new visitors.

To reach a diverse and nonbiased audience, the survey was distributed through the University of Mississippi Institutional Review Board via student emails in their database.

Graduate and undergraduate students were chosen to understand what a mostly Generation Z group of students who will have access to their own disposable income within the next five years look for in travel and vacation. One goal of The Find Your Park campaign wanted to reconnect and build a relationship with its millennial audience which it succeeded in doing through social media by giving its millennial audience a platform within the campaign to share “their park.” For the potential creation of another National Park Service wide campaign, it will be important to understand how the campaign can best connect with its Generation Z audience who will be entering the workforce and have autonomy in choosing where they will vacation and travel.

### **Interview Purpose and Questions**

The purpose of the interview was to add a marketing and communications industry perspective in conjunction with the background and experience of advertising a national park. In contrast to other travel destinations, the U.S. National Parks are overseen by the National Park Service within the United States Department of the Interior.

To understand marketing a national park while also incorporating an investment into its conservation and longevity, the Director of Marketing and Communications at the Grand Canyon Conservancy Mindy Riesenbergs was selected to be interviewed. She has more than twenty years of experience in the marketing and communications industry and has a Bachelor of Arts in journalism from San Diego State University and a master's degree from Arizona State University's Walter Cronkite School of Journalism and Mass Communication. Riesenbergs has served in her role as Director of Marketing and Communications at the Grand Canyon Conservancy since 2017, leading and organizing the centennial celebration campaign of Grand Canyon National Park. While at Grand Canyon Conservancy, she experienced the launch of the Find Your Park national campaign

The Grand Canyon Conservancy serves as the official park partner of Grand Canyon National Park and was founded in 1932 by Edwin "Eddie" McKee ("History and Mission"). The mission of GCC is "As the official philanthropic and collaborative partner of Grand Canyon National Park, Grand Canyon Conservancy's mission is to inspire generations of park champions to cherish and support the natural and cultural wonder of Grand Canyon."

The following questions were asked of Riesenbergs to better understand her perspective on travel, future marketing tools, current marketing trends, and the impact of nationwide campaigns for NPS.

- 1) What do you see as the most impactful marketing tool for the national parks?
- 2) In your opinion, what is the national park's biggest competitor for visitors and why?
- 3) Which national park do you believe needs the most help with marketing?
- 4) What innovative ways is NPS using to market its national parks?
- 5) What is the relationship between the national parks and the surrounding communities?

- 6) How do you see the future of marketing for the national parks?
- 7) What digital media platform do you see being the most effective marketing tool for the national parks?
- 8) Who is the NPS trying to target and why?
- 9) Where do you see the future of national park marketing going and why?
- 10) Of the other national park's marketing and social media presence, which do you believe does the best?
- 11) Which past NPS campaign or strategy do you believe was the most effective and why?
- 12) Are there any campaigns (related or not) you referenced in developing GC campaigns?
- 13) Did you see an effect at the Grand Canyon from the Find Your Park Campaign when it was running?
- 14) In your opinion, what did the FYP Campaign do well, and where could it have done better?

Riesenberg's industry experience and previous work with developing and launching campaigns focused on a national park made her insight valuable to the research and understanding of how integrated marketing could value the success of a future national campaign for the National Park Service.

## **CHAPTER III: RESULTS**

### **Interview with Mindy Riesenberg**

The purpose of the interview was to understand and gain insight into the previous marketing success of the National Park Service, the most effective marketing tools being used today, the current state of travel and interest in national parks, and what the future of marketing and possible campaigns could be used for increasing visitation across U.S. National Parks.

### **Travel and Competition:**

As one of the most famous national parks globally, Grand Canyon National Park is annually among the top visited national parks in the country. Even as remote and difficult to travel to as the Grand Canyon is, there is still a massive influx of people from all over the world who visit the park each year. Riesenberg did not view the Grand Canyon as having true industry-defined “competition” because of the prevalence of the park itself, but also the fact that there are no competing attractions around the national park. Even with other national parks in the state of Arizona, the Grand Canyon remains the most prominent one with even the state’s nickname being “The Grand Canyon State.”

However, Riesenberg made a point that what the Grand Canyon competes with is potential tourists’ time and other potential “leisure activities that people could be doing.” For the Grand Canyon, immediate competition is not a strong issue for them, but for the longevity and vitality of smaller more remote parks, there lies an issue with the competing for people’s visitation with other attractions as well as obstacles of remote travel to reach that national park. Though Grand Canyon National Park’s visitation numbers are not unanimous across most other national parks, the hurdle of its remoteness does not hurt the park, bringing forward the idea that

other small remote parks can still have visitation success with the right marketing and outreach to potential visitors.

### **Current Marketing Tactics: Humor**

Though national parks are often thought of as these beautiful, protected areas of land across the country, there is still a possible staleness that association with the government brings to the overall standard of experience at a national park. From the previous research on the history of the National Park Service, the NPS serves as a unified body for advocacy, protection, and future preservation of the parks, but for the target audience relationship and connection to the parks, the “government” presence can create dissonance.

Within the last few years, brands have built stronger relationships with their target audiences by personifying the brand’s image, making the overall communication more personable to its audiences and in turn, strengthening its relationships. Riesenberg mentioned at the beginning of her career, there was a “reluctance” from NPS to engage with its audiences using humor and wit as there was the presence of being a part of the federal government. However, as marketing trends have moved forward, NPS has seen success with its social media engagement by using humor, wit, and pop culture references as vessels to continue advocating for the parks and sharing information.

### **Current Marketing Tactic: Multi-platform storytelling**

Building lifelong connections to the national park does not only have to rely on a visitor’s first-hand experience at a national park but can also be nurtured through other platforms of storytelling and experience. Though Riesenberg acknowledged the obvious importance and value

of various social media platforms for connecting with different generations of the target audience, she also recognized the other media outlets that national parks and the Grand Canyon Conservancy use to connect with their audiences.

The National Park Service as well as many parks on their own have used visual storytelling to show their audiences not only the NPS rangers who work at the parks but to also share more information about the history of the parks as well as the culture and personality. These conversation-based videos not only give potential visitors insight into the parks but also create a setting of curiosity and interest by offering different perspectives of the park by using an array of diverse storytellers while also capturing the visual wonder of the parks.

Another storytelling outlet for the National Park Service has been the use of podcasts. Through Apple Podcasts, NPS parks across the country have used the platform to share stories, science, and culturally significant information that is unique to that park. In 2022, there were an estimated 140 million podcast listeners, with a prediction of 164 million for 2023 (“Number of Monthly Podcast Listeners”, 2019). As podcast platforms continue to grow, so do reaching and interesting future park visitors.

### **Future Marketing Tactic**

The future of marketing technology is ever more present today than it has been with industry outlooks pointing to the next marketing tool. More than ever, the use of augmented reality (AR) has been used by various social media platforms, businesses, researchers, and regular people who are just as curious about its future.

In the post-campaign evaluation of the Find Your Park campaign, the future recommendations included the use of AR (Johnson, et al., 2021). Though virtual reality and the

natural world and landscape of the National Park Service do not seem to fit within the themes of each one. Riesenberg knows that AR is the future of marketing and NPS has already started experimenting with its use and application. From Riesenberg's perspective, she sees AR being used as a tool for both educational purposes and a virtual experience of the park for people who are not able to travel to a park. This could be preparing hikers for what trails around the park might look and feel like before their hike or allowing visitors to see the natural evolution of the park and its history.

The future of immersive experiences also creates an opportunity for more virtual accessibility to the parks. Though the thought of creating a virtual experience of a national park seems counterintuitive to the preservation of the parks, Riesenberg believes that AR will not hurt the parks but rather give more people an opportunity to experience them whether in-person or through AR. She expressed that the use of AR will not keep people from still wanting to visit the national parks for themselves, but more so gives NPS further outreach to people who cannot travel to a national park. With the future use of AR, the NPS has the potential to not only enhance park visitors' experiences but also grow the appreciation and conservation efforts to more of the public.

### **Find Your Park Campaign**

The Find Your Park campaign was launched across all NPS affiliate parks in 2015 in preparation for the centennial celebration of NPS in 2016. This nationwide campaign allowed parks of all sizes to participate in an NPS campaign and not get lost amidst the "big" parks, but rather, give them the platform to share their parks' stories. Riesenberg believed the Find Your



Park campaign was successful because “it [the campaign] was broad enough, that the parks can shape into their marketing campaign and tie in local stories from each park.”

The success of the Find Your Park campaign was not just due to the high coverage of the centennial celebration, but the unifying factor that the personalization of each park experienced in the campaign. People are aware of Grand Canyon National Park and Yosemite National Park, but for parks like Kobuk Valley National Park and Gates of the Arctic National Park with less than 20,000 visitors a year, a campaign that includes them in the conversation with the “big” parks and gives them a platform to share their “park stories” is important to the successes of those parks as well as the National Park Service in general.

During the Grand Canyon’s centennial celebration campaign in 2019, Riesenberg saw success in overall visitation because the campaign was rooted in a topic related to its park and its community. As she looks ahead to future marketing campaigns for Grand Canyon Conservancy, her team, and the park are focused on sharing the eleven tribes of the Grand Canyon and their historic and cultural significance to the park, long before it was even a park. This awareness of the 11 tribes of the Grand Canyon is unique to the park’s identity which will make the impact of Riesenberg and her team’s work more effective and successful.

The Find Your Park campaign succeeded in uniting all NPS parks to be a part of one unified marketing voice while also allowing each one to share’s its individuality and what it has to offer the American public. For future campaigns to come, the Find Your Park campaign proved how successful a nationwide campaign can be for the entire service while also presenting opportunities for further success to reach and connect with NPS’s target audience.

## **A Survey on the Interest of U.S. National Parks and Travel**

Before investing the time and resources to create an integrated marketing campaign, a survey gauging recent national park visits and travel interest was sent out to 4,906 the University of Mississippi students with 451 completed responses. The purpose of this survey was to gauge the recent interest and visitation efforts of University of Mississippi students.

### **FIGURE 1**

The survey branched depending on the answer to the first question of if that person had visited a national park within the last 5 years. With the respondents of this survey, 38.32% had visited a U.S. National Park within the last five years whereas 61.68% of respondents have not.

### **FIGURE 2**

After the respondent answered yes or no, the survey either asked them about their activities, lodging, length of stay at a national park, and if they traveled to the surrounding community versus if they had answered no, what their travel habits are, and what they plan for leisure. Both branches of the survey asked how likely the respondent would be to visit a national park in the future.

The respondents who then said yes listed which parks they had visited.

The most visited parks were the following:

### **FIGURE 3**

For those that answered yes, the options for how long of a trip the respondent took are listed below with the greatest response being a “day trip” to the national park they visited. The only other options that were somewhat close to that of the “day trip” was the “3-day” and “4-

day” option which could correlate to a weekend or long-weekend trip. After a weekend trip, the data proved that most people were staying close to a week (5-7 days).

#### **FIGURE 4**

For lodging, 45.57% of respondents said they stayed in an “off-site” rental which indicated Airbnb and VRBO-type housing. This choice did not include off-site hotels. In analyzing this majority lodging response, the previous question of which most respondents took “day trips” to the various national parks could be the correlating factor of the high selection of “off-site” rentals. After the off-site rental, 28.48% of respondents were staying “on-site” at the national park which included cabins, camping, and recreational vehicles (RVs).

#### **FIGURE 5**

Respondents could select any of the following activities for what they participated in while at a national park. For the activities, hiking still was the highest selected activity at a national park with 37.40% of respondents selecting the activity. After hiking, 16.8% for water recreation (swimming, canoeing, rafting, snorkeling, etc.), 11.11% for guided tours (horseback, jeep/av, etc.), and 10.03% for educational programming followed as the next top activities selected. The activities selected show an indication that the visitors who travel to the national parks have an interest and desire to learn and experience what the parks have to offer. There is a clear understanding that those who travel to the national parks and participate in the activities are fully immersing themselves in the experience.

#### **FIGURE 6**

Of those who have visited a national park within the last 5 years, 75% said they were “very likely” to visit more national parks in the future in comparison to only 2.5% who said they

were very unlikely to visit again. This overwhelming response of “very likely” to visit a national park again confirms the impact of the respondents’ experiences.

### **FIGURE 7**

Those who have planned a trip to a national park and spent time experiencing the park whether through recreational activities or educational programming are more inclined to plan another trip to another park because of their memorable experiences. Between the park and the visitor, there is a relationship and an understanding of the experience one will get out of the national park, creating a sense of loyalty to not only their protection but future investment, by planning a future trip.

For those respondents that answered no and had not been to a national park within the last five years, they were given a series of questions about where they had been for vacation as well as what they enjoy doing during their leisure.

From the options of vacation destinations given, 27.03% of respondents said “city” and 28.0% said “beach.” Given the location of the University of Mississippi, a beach vacation is a very common travel destination for this part of the United States. Though there is not a U.S. National Park in the coastal southeast United States, the outdoor environment of the “beach” indicates that people are not against spending their vacation outside, unlike respondents who chose a city, amusement park 13.71%, or sporting event 13.45%.

### **FIGURE 8**

Other written-in answers to the question also showed people’s interest in visiting the mountains, hiking locations, and accessibility to skiing and other outdoor recreation. Though these respondents have not visited a national park within the last five years, similarly to those who visited the beach, still show a parallel interest to a vacation at a U.S. National Park.

The “no” respondents also compared similarly to the “yes” respondents with where they choose to stay for vacation. Though 59.78% of respondents selected hotels for lodging, Airbnb or other rental homes were of the same interest as selected by 38.1% of respondents. Since the highest selection of vacation destinations was “city” it is most likely the correlation to the high selection of hotels, rather than another form of lodging.

### **FIGURE 9**

For what activities the respondents spent the most time doing during their vacation 24.36% said “outdoor activities (hiking, swimming, etc.)” which was the most selected activity out of the given options. The second highest response was 23.43% with shopping followed by 21.91% with events (concerts, sporting events, etc.)” The most common write-in answer was finding local places to eat. As reflected in previous responses, those who have not visited a national park within the last five years are still seeking out the same activities and experiences they could have at a park and displaying similar habits to those who have been to a national park within the last five years. Regardless of where all survey respondents traveled, there was a common intention to explore and connect with the vacation destination whether at a national park or not.

### **FIGURE 10**

In understanding the travel habits of the “no” respondents, the survey asked about their previous travel destinations within the last five years and if they were new trips for the respondent or places they had been before. Since this group has not been to the national parks within the last five years, it was important to understand their comfort with vacationing and if they had spent leisure time in a new place. The results showed 53.7% of respondents had

traveled to be both somewhere new for them and somewhere familiar, with the next highest selected option of 25.09% of respondents mostly visiting somewhere new.

#### **FIGURE 11**

Though these respondents had not traveled to a national park, 69.2% of respondents answered somewhat likely to very likely that they would visit a National Park in the future. Even with an entire segment of the respondents that initially said no to having visited one of the national parks in the last five years, there is still interest within the group to make a trip.

#### **FIGURE 12**

#### **Conclusive Thoughts Based on Results of the Survey:**

The survey of Ole Miss students who have visited a national park confirmed two points:

- 1) Those who had been to a national park within the last five years are very likely to travel to one in the future
- 2) A majority of those who had not traveled to a national park within the last five years are still very interested in traveling to a national park sometime in the future.

Those who have traveled to a national park within the last five years have processed memories, experiences, and personal moments they can connect to when remembering their visits to a national park. For advertising and marketing, they might reflect on similar adventures and experiences shown in the advertisements. The overall goal of integrated marketing is to create a personal connection with an audience member that makes the target feel seen and valued by the brand. However, the connection to the location does not only come with the

advertisement, the building of trust and loyalty to the brand begins when the trip starts to be planned.

The prearrival feelings that come with planning a trip while sorting through information and logistics directly impact the expectations on arrival. What was the experience using the websites, getting questions answered by staff, understanding the different options for housing or activities, and an overall sift through reviews of those who had been before of “Was it worth it?”

The memories and experiences created at the location propel or hurt the future relationship between the visitor and the brand. Those who had visited a national park and plan to go to another one in the future have a connection to the overall brand of the U.S. National Parks to continue their support while increasing their own experiences. With an overall theme of ecotourism, these visitors who have experienced a national park are more likely to make recommendations to peers, support any financial efforts of the park or foundation, and be advocates for the parks whether they have visited them or not.

The key to attracting those who have not been to a national park within the last five years is showing that their interests in activities during vacation and means of transportation and housing align more closely with a vacation to the national parks than they might think. For the national parks to spark interest in this group, they need to see their favorite activities and patterns of leisure represented in advertisements. As with the previous group, creating a personalized voice that speaks to the curious potential park visitor and the skeptical park visitor needs to see themselves and be told why they should try something new for a vacation or finally finalize their trip to a national park. Target audiences desire to know the answer to the advertiser’s why- Why me, why should I go and why should I listen to you?

The results of this survey concluded that the U.S. National Parks have succeeded in curating an enjoyable experience at their parks so much that previous visitors are highly likely to plan another trip to visit a national park in the future. However, the most important result from this survey is that even people who have not visited a national park within the last five years are still open to the possibility of visiting one in the future. For the National Park Service to succeed in persuading those who have not been to a national park, they must take account of the various interests of this group and how those interests apply to the experience at a national park.



## CONCLUSION AND RECOMMENDATION

Since the beginning of the organization and creation of the National Park Service and the U.S. National Parks, there has been a generational fascination and wonder about the parks and their magnitude. Whether hosting long mountain ranges, iconic geysers, deep canyon crevasses, or beloved acres of forestry, the U.S. National Parks reflect the best of the unique wonders of the American landscape.

When the National Park Service launched the Find Your Park campaign in 2015, this celebration of uniqueness in each park was accurately reflected and represented during the campaign. No national park competed for a potential visitor's attention by trying to out rival another park but instead played into the individual park's strengths and distinctive experiences that it had to offer for visitors.

The success of the Find Your Park campaign came from its broad unifying campaign theme that did not isolate any park, but instead gave them a platform to share their individual stories. Each national park was able to localize the campaign to further connect its park with its immediate target audiences.

On the audience side of the Find Your Park campaign, there was a personalization of the individual visitor's wants and experiences in a national park that could then be curated to match parks that fit the individual. Through this campaign, NPS experienced what success integrated marketing can bring when speaking to individuals in a two-way dialogue instead of grouping all visitors into wanting the same kind of park experience. The Find Your Park campaign acknowledged the differences between parks and allowed each one to express its individuality while still following the campaign theme. This campaign theme of individuality while being

connected to a bigger picture also encompasses the current and future visitors' experiences as not being a summed number to all NPS parks but finding the ones that speak to what the visitors want out of their park experiences.

More than the success of the previous campaign, there is also a current rise and trend with ecotourism and traveling more sustainably for the sake of the environment. There has never been a more eco-conscious time with such widespread advocacy for protecting the natural world and the sustainability of the planet. With current trends like this, the National Park Service has the platform to speak on behalf of ecotourism and eco-conscious conversations and be leaders in their application into the public's daily lives.

Through the Find Your Park campaign and its current social media tactics and personality, the National Park Service has developed a strong presence by actively engaging with its audiences while providing informative information about the parks and other points of interest. This growing social media presence will serve as the foundation of how the National Park Service will carry its brand into the future.

As a more advanced technological society grows, the National Park Service is not left out of this conversation but instead can use it to its advantage of further spreading its brand and advocacy for the national parks. As mentioned in the interview and the previous recommendations from the Find Your Park campaign evaluation, augmented reality (AR) will be a tool that the National Park Service will need to not only understand but utilize as a way to reach a larger audience who might not be able to visit a park.

The way social media is used today to connect and bring awareness to target audiences will be the same with augmented reality (AR) in the future. It will be crucial for the National Park Service to be a leader in using AR and not fall behind in its use and application.

With the results of the research, current trends in travel, and the previous evidence of the National Park Service's campaign, it is recommended that an integrated marketing campaign would serve as a valuable strategy to increase visitation and interest for the U.S. National Parks.

## VISUAL OF FIGURES

FIGURE 1 Demographics of University of Mississippi Students Participating in Survey

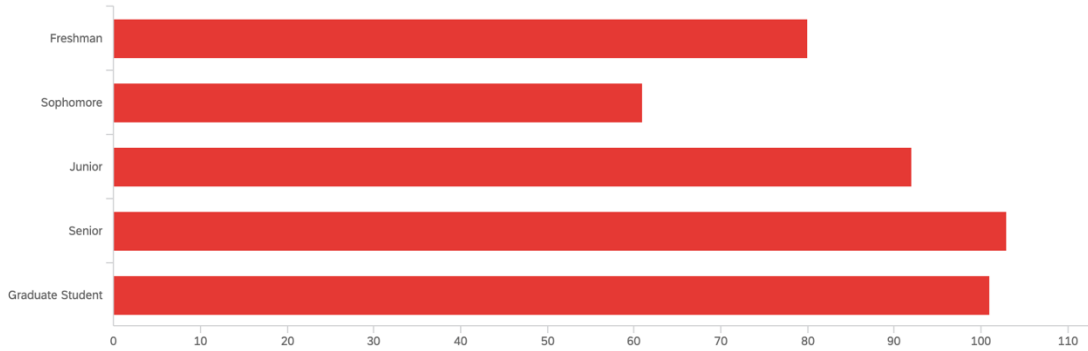


FIGURE 2 Results of Respondents who have or have not visited a U.S. National Park within the last five years

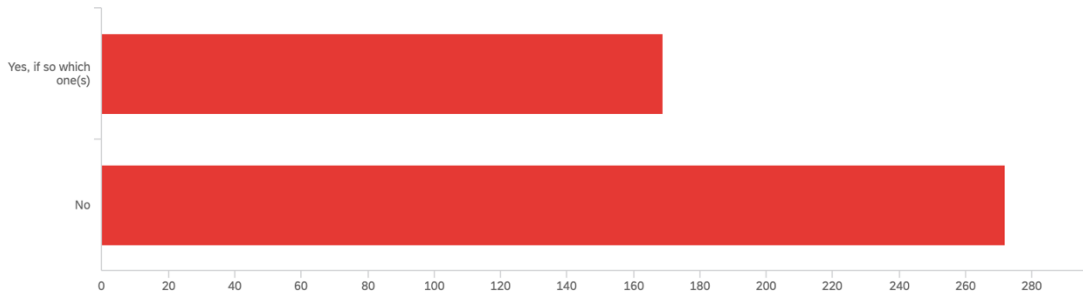


FIGURE 3 Most Visited U.S. National Parks by Survey Respondents

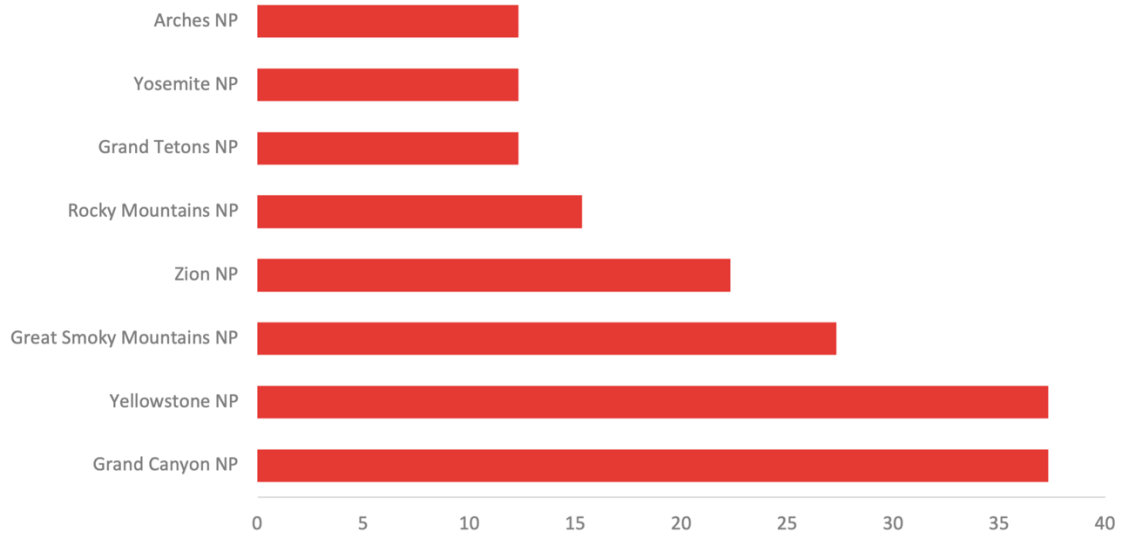


FIGURE 4 Length of Stay for Respondents who have visited a U.S. National Park

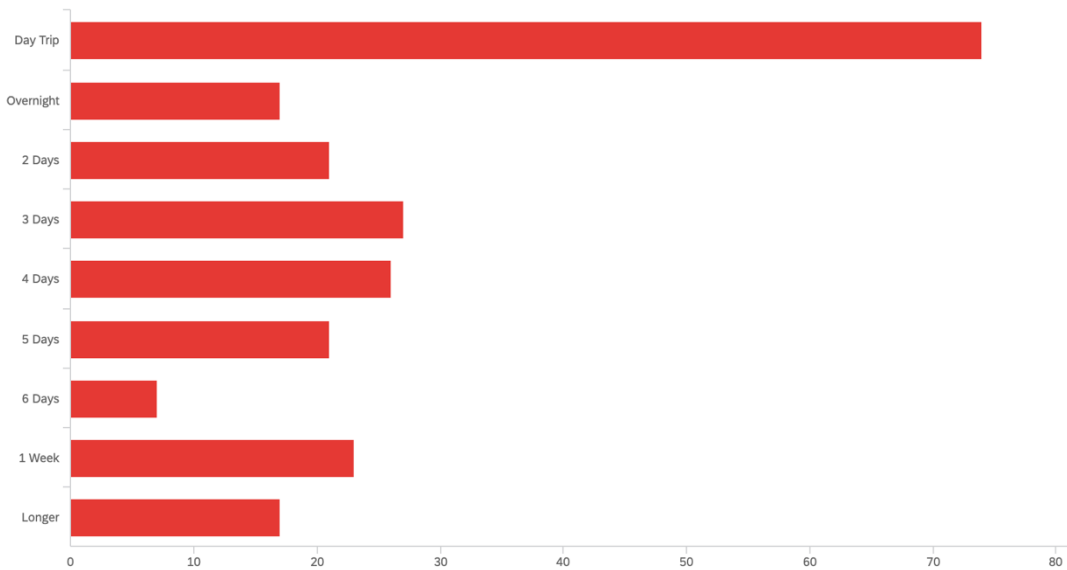


FIGURE 5 Lodging Preferences of Respondents who have visited a U.S. National Park

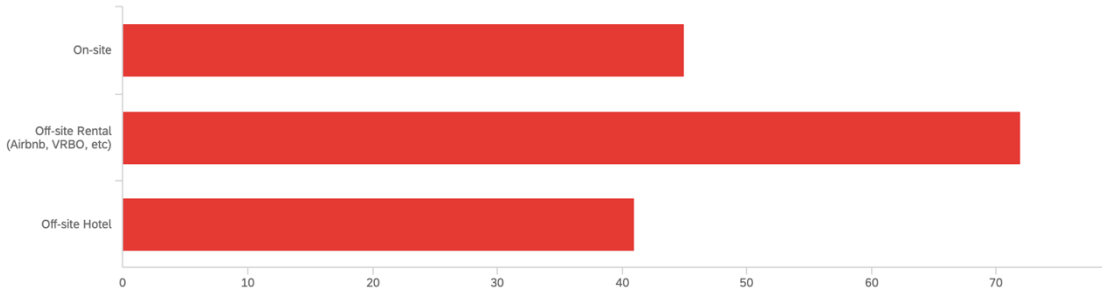


FIGURE 6 Activities Participated in While at a U.S. National Park

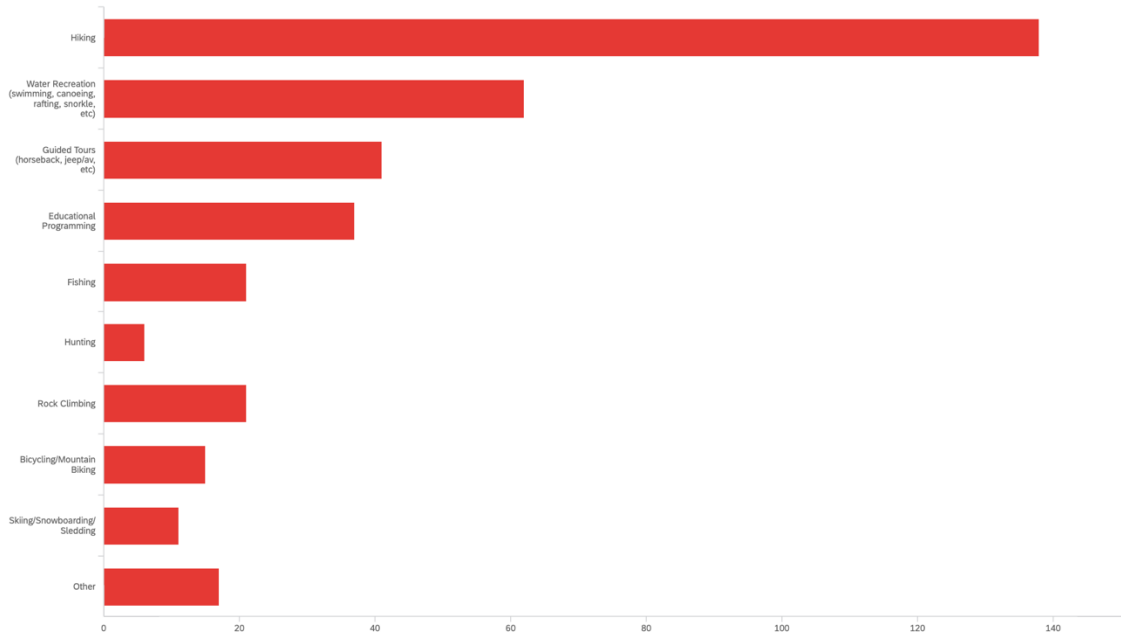


FIGURE 7 Likert Scale of How Likely Respondents who have Visited a U.S. National Park are to Visit Again

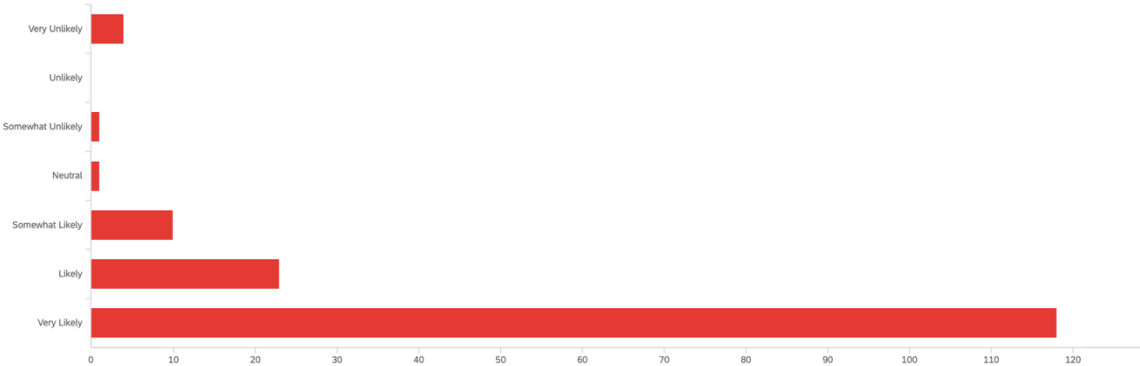


FIGURE 8 Vacation Destinations for Respondents who have not visited a U.S. National Park in the last Five Years

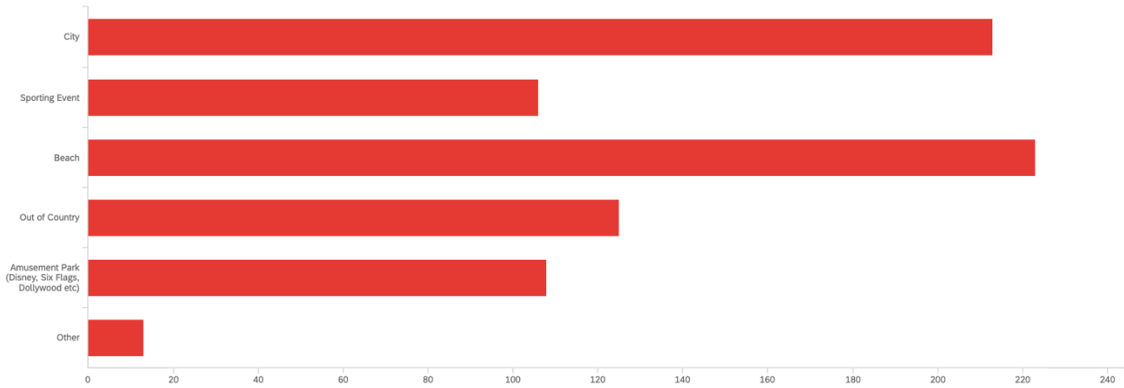


FIGURE 9 Lodging for Vacations not at the U.S. National Parks

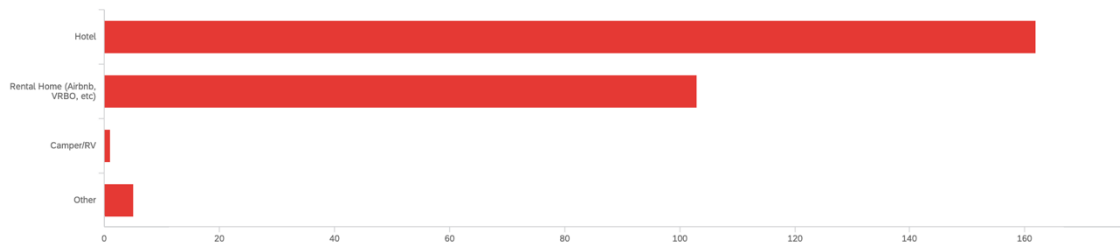


FIGURE 10 Activities Participated in during non-U.S. National Park Vacation

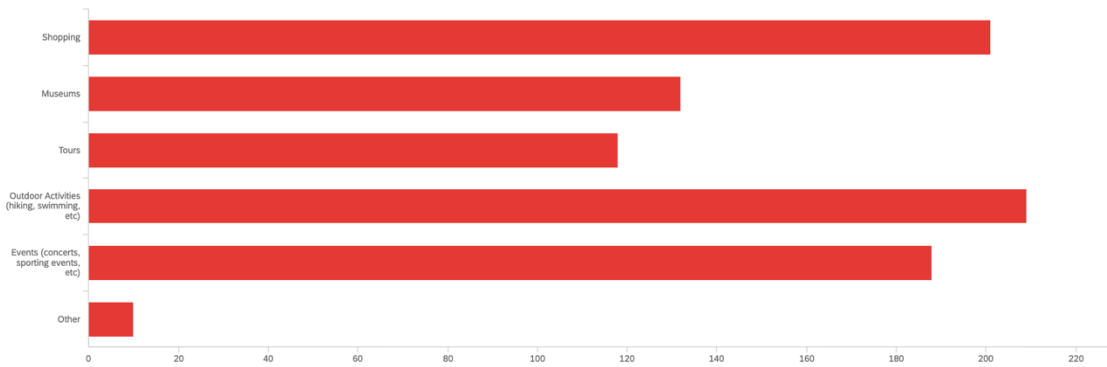


FIGURE 11 New and Previously Visited Vacation Destination Habits

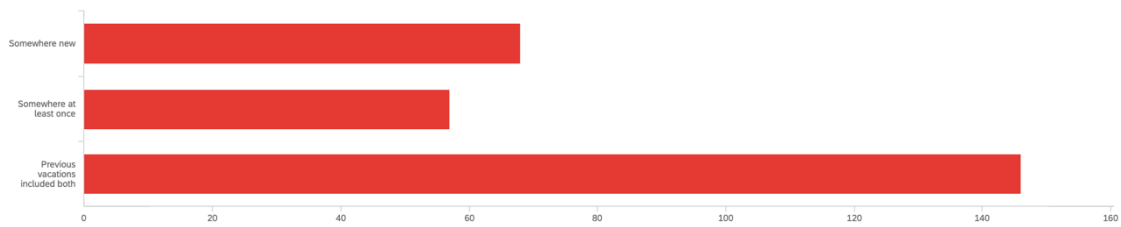
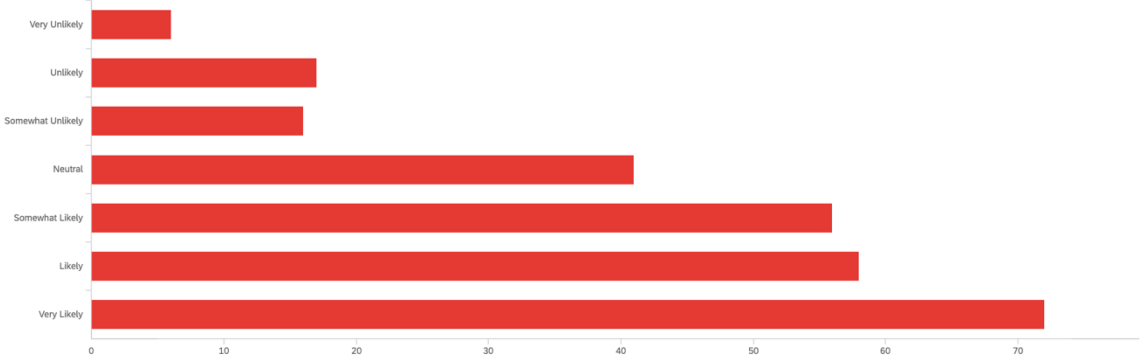




FIGURE 12 Likert Scale of How Likely Respondents would be to Visit a U.S. National Park in the Future



## BIBLIOGRAPHY

“1st National Park Service Director: Stephen T. Mather (U.S. National Park Service).” *National Parks Service*, U.S. Department of the Interior, <https://www.nps.gov/articles/director-stephen-mather.htm>.

“Antiquities Act of 1906.” *National Parks Service*, U.S. Department of the Interior, <https://www.nps.gov/subjects/archeology/antiquities-act.htm#:~:text=An%20Act%20for%20the%20Preservation,scientific%20interest%20on%20federal%20lands>.

Boley, B. Bynum, and Gary T. Green. “Ecotourism and Natural Resource Conservation: The ‘Potential’ for a Sustainable Symbiotic Relationship.” *Journal of Ecotourism*, vol. 15, no. 1, 2015, pp. 36–50., <https://doi.org/10.1080/14724049.2015.1094080>.

“Brief History of the National Parks.” *The Library of Congress*, The Library of Congress, <https://www.loc.gov/collections/national-parks-maps/articles-and-essays/brief-history-of-the-national-parks/>.

“The Civilian Conservation Corps (U.S. National Park Service).” *National Parks Service*, U.S. Department of the Interior, <https://www.nps.gov/articles/the-civilian-conservation-corps.htm>.

“Creation of the National Park Service (U.S. National Park Service).” *National Parks Service*, U.S. Department of the Interior, <https://www.nps.gov/articles/npshistory-creation.htm>.

“FDR's Conservation Legacy (U.S. National Park Service).” *National Parks Service*, U.S.

Department of the Interior, <https://www.nps.gov/articles/fdr-s-conservation-legacy.htm#:~:text=FDR%20expanded%20the%20National%20Park,memorials%2C%20and%20national%20military%20parks.>

*Ferdinand Vandiveer Hayden and the Founding of the Yellowstone National Park*, U.S. Dept. of the Interior, Geological Survey, 1973, <https://pubs.usgs.gov/gip/7000078/report.pdf>

“Grant and Yellowstone (U.S. National Park Service).” *National Parks Service*, U.S. Department of the Interior, <https://www.nps.gov/articles/000/grant-and-yellowstone.htm#:~:text=On%20March%201%2C%201872%2C%20Grant,of%20the%20National%20Park%20Service.>

“Great Depression Facts.” *FDR Presidential Library & Museum*, FDR Library, <https://www.fdrlibrary.org/great-depression-facts#:~:text=throughout%20the%201920s.-,At%20the%20height%20of%20the%20Depression%20in%201933%2C%2024.9%25%20of,economic%20disaster%20in%20American%20history.>

“History & Mission.” *Grand Canyon Conservancy*, <https://www.grandcanyon.org/about-us/history-mission/>.

inMarket. "Most Popular Types of Summer Vacation Accommodation for Travelers in The United States as of March 2022." *Statista*, Statista Inc., 31 Mar 2022, <https://www-statista-com.umiss.idm.oclc.org/statistics/298715/most-popular-types-of-summer-vacation-accommodation-for-travelers-us/>

“James and Elvira Hutchings.” *National Parks Service*, U.S. Department of the Interior, <https://www.nps.gov/yose/learn/historyculture/hutchings.htm>.

“John Muir.” *National Parks Service*, U.S. Department of the Interior,  
<https://www.nps.gov/yose/learn/historyculture/muir.htm>.

Johnson, Emily, et al. “Content Evaluation of the Response to the Centennial Find Your Park Campaign.” 2021, <https://doi.org/10.36967/nrr-2284970>.

“June 30- Yosemite Valley Grant Act, Senate Bill 203.” *The Library of Congress*,  
<https://www.loc.gov/item/today-in-history/june-30/>.

Kocek, Chris. *The Practical Pocket Guide to Account Planning*. Yellow Bird Press, 2013.

Mackintosh, Barry. “National Park Service History: A Brief History of the National Park Service.” *National Parks Service*, U.S. Department of the Interior, 1999,  
<https://www.nps.gov/parkhistory/hisnps/NPSHistory/briefhistory.htm>.

Morning Consult. "Leading Leisure Travel Destinations Travelers Intend to Go to in The next 12 Months in The United States as of April 2022." *Statista*, Statista Inc., 5 May 2022,  
<https://www-statista-com.umiss.idm.oclc.org/statistics/1309614/leading-intended-travel-destinations-in-the-next-12-months-in-the-us/>

Morning Consult. "Preferred Length of Stay for Trips Combining Business with Leisure Activities in The United States as of February 2022." *Statista*, Statista Inc., 3 Mar 2022,  
<https://www-statista-com.umiss.idm.oclc.org/statistics/678459/length-bleisure-trips-united-states/>

Morning Consult. (May 5, 2022). Time period that travelers anticipate taking their next trip in the United States as of April 2022, by generation [Graph]. In *Statista*. Retrieved May 04, 2023, from <https://www-statista-com.umiss.idm.oclc.org/statistics/1309602/when-travelers-will-take-their-next-trip-in-the-us-by-generation/>

"Number of Monthly Podcast Listeners in The United States from 2013 to 2023 (in Millions)." *Statista*, Statista Inc., 22 Oct 2019, [https://www-statista-](https://www-statista-com.umiss.idm.oclc.org/statistics/786826/podcast-listeners-in-the-us/)

[com.umiss.idm.oclc.org/statistics/786826/podcast-listeners-in-the-us/](https://www-statista-com.umiss.idm.oclc.org/statistics/786826/podcast-listeners-in-the-us/)

"The NPS in Changing Times (U.S. National Park Service)." *National Parks Service*, U.S.

Department of the Interior, <https://www.nps.gov/articles/npshistory-changing-times.htm>.

"The State of the Travel Industry." *The U.S. Travel Association*,

[https://www.ustravel.org/sites/default/files/2023-04/answersheet\\_2023\\_final.pdf](https://www.ustravel.org/sites/default/files/2023-04/answersheet_2023_final.pdf), 2023.

"Organic Act of 1916." *National Parks Service*, U.S. Department of the Interior,

<https://www.nps.gov/grba/learn/management/organic-act-of-1916.htm>.

"People: John Muir: A Passion for Nature." *National Parks Service*, U.S. Department of the

Interior, <https://www.nps.gov/jomu/learn/historyculture/people.htm>.

"Q2 Consumer Insights: Seamless and Secure Travel." *Ipsos*, *U.S. Travel Association*,

[https://www.ustravel.org/sites/default/files/2023-04/q2\\_quarterlyconsumerinsights-mediaonepager-april2023.pdf](https://www.ustravel.org/sites/default/files/2023-04/q2_quarterlyconsumerinsights-mediaonepager-april2023.pdf), 2023

"Quick History of the National Park Service (U.S. National Park Service)." *National Parks*

*Service*, U.S. Department of the Interior, <https://www.nps.gov/articles/quick-nps-history.htm>.

Schultz, Don E., et al. *The New Marketing Paradigm: Integrated Marketing Communications*.

NTC Business Books, 1994.

Schultz, Don E., and Heidi F. Schultz. *IMC, the next Generation Five Steps for Delivering Value*

*and Measuring Returns Using Marketing Communication*. McGraw-Hill, 2004.

Schenck, Marian. "National Park Service: The First 75 Years- Horace Marden Albright."

*National Parks Service*, U.S. Department of the Interior,

[https://www.nps.gov/parkhistory/online\\_books/sontag/albright.htm](https://www.nps.gov/parkhistory/online_books/sontag/albright.htm).

Sellars, Richard. "Preserving Nature in the National Parks: A History (Chapter 3) (1997)."

*National Parks Service*, U.S. Department of the Interior,

[https://www.nps.gov/parkhistory/online\\_books/sellars/chap3c.htm](https://www.nps.gov/parkhistory/online_books/sellars/chap3c.htm).

"Stephen Mather." *PBS*, Public Broadcasting Service, <https://www.pbs.org/kenburns/the-national-parks/stephen-mather>.

"Stephen Tyng Mather." *National Parks Service*, U.S. Department of the Interior,

<https://www.nps.gov/people/stephen-tyng-mather.htm>.

Taylor, H.J. "Yosemite Indians and Other Sketches (1936)." *Yosemite Indians and Other*

*Sketches (1936)*, "James Mason Hutchings," by Mrs. H. J. Taylor, 1936,

[https://www.yosemite.ca.us/library/yosemite\\_indians\\_and\\_other\\_sketches/james\\_hutchings.html#:~:text=Hutchings%20and%20his%20party%20spent,Mr.](https://www.yosemite.ca.us/library/yosemite_indians_and_other_sketches/james_hutchings.html#:~:text=Hutchings%20and%20his%20party%20spent,Mr.)

"Theodore Roosevelt and Conservation." *National Parks Service*, U.S. Department of the Interior, <https://www.nps.gov/thro/learn/historyculture/theodore-roosevelt-and-conservation.htm>.

Thompson, Lisa. "Civilian Conservation Corps (CCC) (1933)." *Living New Deal*, 19 Oct. 2020,

<https://livingnewdeal.org/glossary/civilian-conservation-corps-ccc-1933/>.

Thompson, Lisa. "Federal Parks Reorganization (1933)." *Living New Deal*, 24 Aug. 2019,

<https://livingnewdeal.org/glossary/federal-parks-reorganization-1933/>.

United States, Congress, Senate. *S.392*, G.P.O., 1874, pp. 1–3. <https://memory.loc.gov/cgi-bin/ampage?collId=llsb&fileName=042/llsb042.db&recNum=1421>.