

THE ROLE OF COOPERATING ASSOCIATIONS IN ACCOMPLISHING THE INTERPRETIVE MISSION OF PARKS

The Scope of Sales Statement —
An Opportunity for Parks and Cooperating Associations
to Work Together to Achieve Shared Goals

PURPOSE AND VALUE OF THE SCOPE OF SALES STATEMENT

The *Scope of Sales Statement* is a cooperative planning document prepared by the association's executive director and the park's cooperating association coordinator (often the chief of interpretation). It is a strategic document critical to the development of a sales line that meets the needs of the public, the association, and the park.

COMPONENTS

Sales Philosophy

This component conveys the mission, goals, and objectives of the cooperating association. It also provides an opportunity for the association to state how its reasons-for-being overlap with the park's reasons-for-being, and the nature of their partnership in relation to the sales function.

Park Significance Statements

These statements identify the significant resources and associated values that make the park special and capture the park's essence.

Park Purpose Statements

These are the stated purposes (often indicated directly in the park's enabling legislation) for which the park was established.

Primary Parkwide Interpretive Theme Statements

These are the ideas about the park's resources that are critical to public understanding of the park's significance.

Park significance, purpose, and theme statements are part of a park's *Comprehensive Interpretive Plan*, and are periodically updated as part of that planning process. Cooperating associations are integral partners in that process. By cooperating in the development of the basic assumptions that underlie the park's interpretive program, and by

analyzing its own operation based on those same assumptions, the association is best able to identify, influence, and facilitate park interpretive goals, as well as meet its own.

Strategic Evaluation of the Sales Line

The strategic evaluation process is a “two-layer” process enabling in-depth analysis and strategic improvement of an association’s sales line.

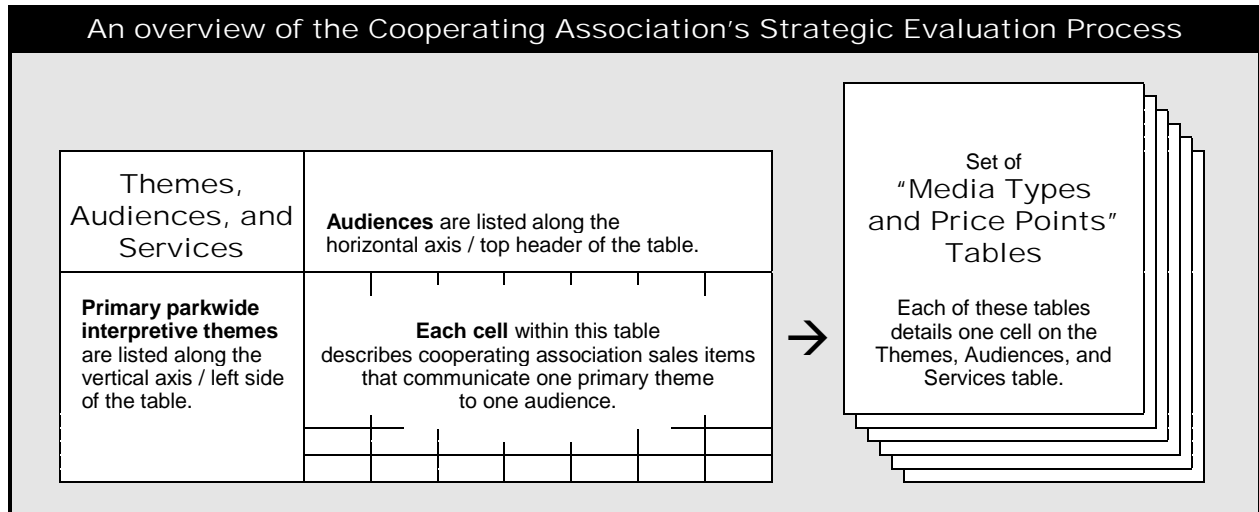


Illustration 1. An overview of the cooperating association’s Strategic Evaluation Process.

Themes, Audiences, and Services Table (Layer One)

This table provides an overview of the sales line with each sales item placed according to the theme(s) it addresses and the audience(s) it serves. Example:

Strategic Evaluation Process — Themes, Audiences, and Services Mountainshore Natural History Association / Mountainshore National Park ¹				
PRIMARY PARKWIDE INTERPRETIVE THEMES	AUDIENCES			
	1: General Audience / Families	2: Young Adults	3: Non-English Speaking Audiences	4: Teachers and Other Educators
Theme A — Mountainshore National Park offers a rare opportunity to explore how humans have adapted to the wide variety of Pacific Northwest ecosystems.	(BK) <i>Indians and Mountain Men</i> (BK) <i>Pacific Northwest Ethnobotany</i> (GR) <i>Animals of the Mountains</i> (poster) (EL) <i>Sounds of the Forest</i> (audio tape) (EL) <i>Seashore Seasons</i> (captioned videotape) (TI) Fort Webfoot (replica) (TI) Miwok Fish Hook (replica)	Etc.	Etc.	Etc.
Theme B — Text...	Etc.	Etc.	Etc.	Etc.
Theme C — Text... (etc.)	Etc.	Etc.	Etc.	Etc.
Orientation and Safety Information	Etc.	Etc.	Etc.	Etc.
National Park System and National Park Service Mission	Etc.	Etc.	Etc.	Etc.

Illustration 2. An example table (Themes, Audiences, and Services) from the Strategic Evaluation Process for cooperating association sales items.

Themes

These are the primary parkwide interpretive themes stated in the *Comprehensive Interpretive Plan*. “Orientation and Safety Information” and “National Park System and National Park Service Mission” are also included as universal messages for all parks. Note that visitor convenience items, sold under a concession permit, are a separate class of sales items that are not related to a park’s interpretive themes and so are not part of this evaluation process.

Audiences

These are the distinct audiences for park interpretive messages stated in the *Comprehensive Interpretive Plan*. Marketing considerations may suggest additional audiences. These may vary from park to park but should include the audiences for which distinct interpretive messages are needed, such as:

- General Audience / Families
- Young Adults
- Children
- Non-English Speaking Audiences
- Teachers and Other Educators
- Non-traditional Park Users or Other Special Populations

Services

¹To make these tables more meaningful, a fictitious park (Mountainshore National Park) and its cooperating association (Mountainshore Natural History Association) are used as examples.

In the first and best sense, association sales items are really interpretive services that visitors to the park (and others in the case of mail order sales) can purchase, use in the park, and take home with them. Note that a given sales item can appear in more than one cell on the table if it interprets more than one theme and/or serves more than one audience.

Media Types and Price Points Tables (Layer Two)

Detail tables expand and analyze the contents of each cell generated in the overview table. This analysis allows strategic design/choice of products to appeal to the widest range of audiences by assuring variety of product types and price points. Here is an example expanded from the completed cell in the overview table shown above:

Strategic Evaluation Process — Media Types And Price Points Mountainshore Natural History Association / Mountainshore National Park					
THEME A — Mountainshore National Park offers a rare opportunity to explore how humans have adapted to the wide variety of Pacific Northwest ecosystems.					
AUDIENCE 1 — General Audience / Families					
MEDIA TYPES	PRICE POINTS				
	Less than \$2.00	\$2.00 to \$5.00	\$5.00 to \$10.00	\$10.00 to \$50.00	More than \$50.00
Books (BK)			<i>Indians and Mountain Men</i>	<i>Pacific Northwest Ethnobotany</i>	
Graphic Arts (GR)		<i>Animals of the Mountains</i> (poster)			
Electronic Media (EL)			<i>Sounds of the Forest</i> (audio tape) <i>Seashore Seasons</i> (captioned videotape)		
Thematic Items (TI)	Miwok Fish Hook (replica)			Fort Webfoot (replica)	

Illustration 3. An example table (Media Types and Price Points) from the Strategic Evaluation Process for cooperating association sales items.

Media Types

A variety of media are offered for sale to accommodate different tastes and learning styles. The traditional types of media offered by cooperating associations are cited below. Other categories may evolve to expand this list.

- Books
- Graphic Arts
- Electronic Media
- Thematic Items (replicas, models, puzzles, etc.)

Price Points

Ranges of price point categories also vary according to audiences. Likely categories include:

- Less than \$2.00
- \$2.00 to \$5.00
- \$5.00 to \$10.00
- \$10.00 to \$50.00
- More than \$50.00

These tables provide an easy, direct way to examine the degree to which the sales operation is conveying park themes to the widest range of audiences. It is important for both partners to remember that selection of specific sales items will also be influenced by the association's need to accommodate the realities of profitability, security, stock storage, and time criticality.

Selection Process and Criteria for Specific Sales Items

Parks and associations cooperate in suggesting and evaluating specific items proposed for sale. Some partners discuss the merits of specific items in face-to-face meetings, though most develop a simple evaluative form to expand and document the evaluation process. No standard evaluation form exists, but evaluation criteria should include:

- **Appropriateness:** How well does this product interpret park themes and serve audiences?
- **Quality:** How well does the product capture the message? What is the level of craftsmanship or workmanship involved?
- **Accuracy:** Does the product reflect the best scholarship and knowledge?
- **Value:** Is the product a good buy for the customer at the suggested sales price?
- **Currency:** Is the product up-to-date?
- **Authenticity:** Special concerns regarding craft items are described in DO-32:

3.5.3d Craft items represented as being Indian-made shall be sold in accordance with the Indian Arts and Crafts Act of 1990 (Public Law 101-644 [104 Stat. 4662], 11/29/90.)

Public Law 101-644, states that it is unlawful to offer or display for sale or sell any good, with or without a Government trademark, in a manner that falsely suggests it is Indian produced, an Indian product, or the product of a particular Indian or Indian tribe or Indian arts and crafts organization, resident within the United States. The law allows severe penalties for individuals or organizations found to be in violation of the law.

Associations offering a product for sale as American Indian artwork or handcraft should confirm that the person who made it is a member of an Indian tribe. Associations that deal directly with the producer could retain a copy of the tribal document which acknowledges their membership, or at least note the artisan's tribal enrollment number. Associations that deal with intermediaries would be wise to have the intermediary guarantee that the item was produced by a member of an Indian tribe.

Associations can request a copy of P.L. 101-644 from the: *Indian Arts and Crafts Board, Room 4004, Main Interior Building, 1849 C Street, NW, Washington, DC 20240, telephone (202) 208-3773.*

- **Advertising:** Is it secondary or incidental to interpretive message and value?
- **Prohibition regarding sale of original objects:** Are replica items clearly labeled?
- **Origin:** Sale of items made in the USA is encouraged, but not mandatory.

- **Conflict:** Would selling this item conflict with a preferential right-of-sale held by a concessioner?

Action Plan for Upgrading the Sales Line

This section is a discussion of the strengths and weaknesses of the current sales line as indicated by the strategic evaluation process. It describes a strategy and time-line for enhancing the sales line to plug holes and strengthen weaknesses so that the greatest diversity of audiences are provided with the greatest variety of effective products consistent with the association earning a favorable rate of return.

The result is essentially a long-range strategy for evolving the *Annual List of Approved Sales Items*. This is the yearly listing of all items the association is authorized to sell. It is produced by the association executive director, submitted to the park cooperating association coordinator, and approved by the superintendent. No item can be sold without this approval. (Note that specific items can be approved at any time, not just once a year.) The annual list is maintained on file by the park and the association, and offers a look at where the sales line stands in relation to the long-range goals cited in the action plan.

Appendices

Other information helpful in developing an effective and successful sales line can be included in appendices to the *Scope of Sales Statement*. These may include:

- **Visitation and Sales Statistics:** Includes traditional on-site visitors as well as “visitors” to park and association Web pages.
- **Sources List:** References expert talent available to assist the partners in improving sales selection and operation: authors, artists, designers, publishers, marketing analysts, etc.

Periodic Revision of the Scope of Sales Statement

The *Scope of Sales Statement* should be thought of as a living document — never really finished, always subject to review and improvement. The executive director and cooperating association coordinator should work together to define a reasonable cycle for revisiting and updating the *Scope of Sales Statement*.

Cooperating Association Sales Item Review

Item/Title

Author/Manufacturer

Description of Item

Pricing

The following questions require affirmative answers for approval of this item by designated reviewers:

◆ Is the content of the item appropriate as the term "appropriate" is understood by the Service and the association?	YES NO
◆ Does the item directly support the park's interpretive themes and/or provide needed site orientation?	YES NO
◆ Is there assurance that the item does not promote unsafe or resource-damaging activities?	YES NO
◆ Does the item use accurate, professional, and scholarly knowledge?	YES NO
◆ Does the item fit into the overall balance of interpretive sales items?	YES NO
◆ Is the item's quality of production, packaging, and durability appropriate to the quality of the park resources?	YES NO
◆ Is the item fairly priced?	YES NO
◆ Is the item appropriate for business reasons?	YES NO
◆ Is the item competitive enough with other approved items to warrant shelf space?	YES NO
◆ Will the concessioner's preferential rights, if applicable, be respected?	YES NO
◆ If the item is thematic, is there interpretive information that should be attached?	YES NO

Cooperating Association Coordinator: Recommended ___ Not Recommended ___ (please state reason)

Manager, Cooperating Association: Recommended ___ Not Recommended ___ (please state reason)

Signature of Superintendent granting approval

Date