

## Executive Summary

Economic Identity  
Strategy of the Market  
and Communication  
Analysis on the Financial  
Sustainability of  
Protected Areas in  
the Southern Landscape  
of the Amazon Biome



IAPA: Integración de  
las Áreas Protegidas  
del Bioma Amazónico

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**Executive Summary: Economic Identity Strategy of the Market and Communication Analysis on the Financial Sustainability of Protected Areas in the Southern Landscape of the Amazon Biome consultancy.<sup>1</sup>**

The Southern Landscape of the Amazon Biome comprises the Chandless State Park and the Cazumba-Iracema Extractive Reserve (RESEX) in Brazil, the Alto Purus National Park and the Purus Communal Reserve in Peru and the Manuripi Amazon National Wildlife Reserve in Bolivia (RNVSAM).

According to interviewed stakeholders, the productive chains analyzed in this consultancy are the most important in the Southern Landscape protected areas: RNVSAM - Brazil nut, RNVSAM - Acai, Cazumba-Iracema RESEX - Brazil nut, Cazumba-Iracema RESEX - Acai, Cazumba-Iracema RESEX - Cassava flour, Cazumba-Iracema RESEX - Rubber crafts, Chandless State Park - Tourism, Purus Communal Reserve - Mahogany seeds.

These chains face challenges regarding logistics, economic training for producers, knowledge exchange among protected areas, job security, relations with intermediaries, contract compliance with buyers and local advertisement of products. Prior to creating and disseminating a brand, it is necessary to carry out actions that objectively analyze these challenges, seeking to implement long-term research and obtain enough data for a reliable quantitative analysis. In this sense, this study calls for the design of participatory solutions for productive chains through an exchange network formed by the main stakeholders of these chains.

Thus, the TdR goals have been developed into the following actions: a qualitative market study with feasibility analysis for the umbrella brand; the suggestion of an identity for the Southern Landscape; a strategy for the creation of an exchange and development network; two logo versions with user guidelines and cost estimations for the implementation of the exchange and development network.

The methodology was based on a secondary information review, semi-structured interviews and a participatory workshop (co-creation workshop<sup>2</sup>) held between May 14 and June 29, 2018.

This report is an executive summary of Product 06 (Economic Identity Strategy) and is divided in four sections:

- Landscape brands and designations of origin, based on lessons extracted from the study of three branding cases in the Southern Landscape.
- Economic identity for the Southern Landscape, considering image attributes for the Southern Landscape identity.
- Economic exchange network and its main characteristics.
- Recommendations for implementation.

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<sup>1</sup> The consultancy was carried out within the framework of the Integration of Amazon Biome Protected Areas (IAPA) project, funded by the European Union and jointly implemented by FAO, IUCN South America, UN Environment, REDPARQUES and WWF.

<sup>2</sup> A co-creation workshop is a methodology that uses ethnography and design thinking tools to engage participants in the joint construction of a concept or creative idea. The main objective of the workshop was to come up with ideas for the Southern Landscape brand name and logo.

## Landscape brands and designations

The present work exposes the history behind the creation and implementation of three brands in the Southern Landscape countries: SERNANP's green brand in Peru (umbrella brand), the RNVSAM's designation of origin stamp and organic certification in Bolivia and the Origens Brasil brand (umbrella) in Brazil.

The three cases cited above show that creating a brand is a process that could take as long as a decade. The comparison between the SERNANP, Manuripi and Origens Brasil brands highlights that an umbrella brand is the most suitable strategy for the Southern Landscape identity.

## Economic identity for the Southern Landscape

Image or identity attributes are the main messages conveyed by an identity strategy to target audiences. In the case of the Southern Landscape's economic identity, attributes are the unique characteristics and stories that describe the productive chains and the socio-biodiversity found in this region. The Southern Landscape economic identity is composed by the sum of the three attributes that, if put together, can help to communicate this identity:

1. The evolution of the protected area concept: Extending the concept to a more social perspective (conservation of natural resources and protection of people's culture and integrity) is a possible strategy for constructing a landscape image to provide a brand for the exchange network or products. Lessons learned from organic products branding strategies point out that one way of differentiating a brand and its products is to highlight the social aspects of its production and origin.
2. Population's social characteristics and way of life: A central concept of the Southern Landscape communities' lives is *extrativismo*<sup>3</sup> or the use of forest assets. The concept of *extrativismo* is stressed when we look at the testimonies of protected areas dwellers, which show that the Southern Landscape identity is based on an interdependent and sustainable relationship between communities and natural resources. This relationship gives rise to people's main income source: socio-biodiversity products.
3. The Southern Landscape is located in the Amazon biome: Regardless of the administrative borders and territorial units, the Amazon biome is an important identity framework for the Southern Landscape. The association of the landscape with the world-renowned and highly-valued image of the Amazon raises *awareness*<sup>4</sup>

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<sup>3</sup>*Extrativismo* is a Portuguese word that means a set of activities related to farming, preserving and sustainably exploiting forests and nature. In much of Latin America, the term is translated as *extractivismo* (extractivism) and may convey a negative idea linked to indiscriminate exploitation of natural resources.

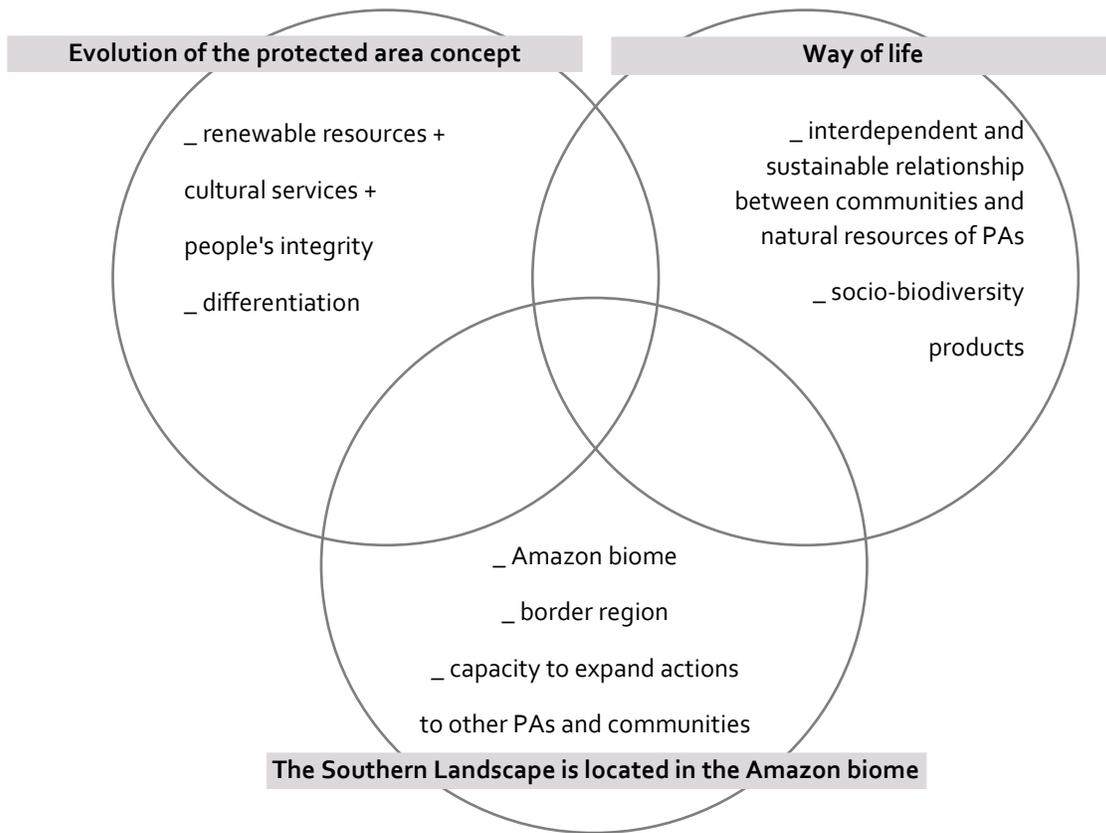
However, with the Southern Landscape area, extractivism and extractivist are used by communities with a positive connotation and as a way of describing their identity. Hence, we have chosen to use the word *extractivism* in italics on this report.

<sup>4</sup>Awareness is a marketing concept that measures the target audience's level of knowledge about a message.

about the identity, gives producers more bargaining power when negotiating sales with companies and institutions, and puts them in a better position to attract funds.

After a participatory decision process<sup>5</sup>, the name **Amazonía Sur** was the only option approved by the representatives of the five protected areas considered for the Southern Landscape brand. The name was seen as easy to understand and does not present any conflict with other initiatives or brands in the Amazon biome, or in the landscape. The name also represents well the landscape's identity and combines its three main attributes:

**Image 1 - Attributes of the Amazonía Sur brand**



At first, it is recommended that the Amazonía Sur name and brand be used to identify an economic exchange network operating for at least two years. In a second stage, with the approval of protected areas' representatives, the brand can be used as an umbrella brand for landscape products. For each stage (economic exchange network or umbrella brand), it is recommended that the brand be presented with a tagline developed based on a

<sup>5</sup>The name Amazonía Sur has been approved in a meeting with representatives of all protected areas that make up the Southern Landscape, in Puerto Maldonado (June 2018).

suggestion given by the landscape's inhabitants. This slogan intends to clarify the message and contributes to market positioning: *Amazonía Sur. United for sustainable development.*

### **Economic exchange network**

An exchange network strategy has been chosen because, according to the stakeholders, the most successful way to strengthen productive chains is to connect communities, producers and their knowledge. Another key point raised is to avoid developing a project that, without the necessary conditions for good implementation, could end up frustrating participants. Therefore, recommendations point to the development of a sound network model, with a robust structure, good working teams and sufficient funds in order to make positive progress in the medium term and benefit PAs, production chains and communities. In this sense, searching for funds is a first step for the implementation of the Amazonía Sur network with the following characteristics:

- Definition and objective: Amazonía Sur is the name proposed for the exchange network composed by different productive chains stakeholders with the aim of developing the socio-biodiversity productive chains in the landscape's PAs.
- Management plan: The management plan of each protected area should set the framework for developing productive chains. The network activities must be aligned with management plans and suggest reviews when necessary.
- Working groups in productive chains: In the first two years of the network, it is recommended to set up groups in order to exchange knowledge about a specific chain. One or two protected areas would lead each working group's activities as suggested below: Group 01: Acai, led by the RNVSAM and Cazumba-Iracema Resex; Group 02: Cassava flour, led by the Cazumba-Iracema Resex; Group 03: Rubber crafts, led by the Cazumba-Iracema Resex; Group 04: Brazilian nut, led by the Manuripi Reserve; Group 05: Mahogany seeds, led by the Alto Purus National Park and the Purus Communal Reserve; Group 06: Tourism, led by the Chandless Park. All protected areas (as well as their buffer zones and other communities invited to the network) may participate in all working groups, even if they do not participate in all chains.
- Governance: In compliance with the three-country governance model, these are the following recommendations for the Amazonía Sur economic exchange network operations:

Participants: Producers should be the main PA network participants. Other important stakeholders are heads of PAs or their representatives, intermediaries, buffer zones' producers, local entrepreneurs, local consumers, NGOs, international cooperation entities, public organisms, investment funds, journalists and the local press.

Secretariat and consultancies: It is recommended that a group of seven permanent consultants be hired during the first two years of the network. Each consultant should be responsible for proposing and monitoring activities, sharing information

and training participants: secretariat consultant, facilitation consultant, strategic partnerships consultant, legal and political framework consultant, local logistics consultant, economic consultant, commerce and productive chains consultant, communication and identity consultant.

Leadership: Each group leader can remain in their role for a maximum of two years and leadership change will be made by a vote by the members of the working group. Decisions will be made in a participatory manner by voting at on-site meetings.

Meetings: It is recommended that, in each PA, there be an on-site meeting among network stakeholders every two months, with the participation of women and young producers. Every four months, a meeting (workshop) is recommended for the entire Amazonía Sur network. This must be an on-site meeting (two days) with at least two representatives of each working group or PA productive chain.

Contacts: It is suggested to create e-mail groups (an e-mail group for the entire Amazonia Sur network and specific groups for each productive chain) in order to exchange materials and information.

- Lines of work: it is recommended that each group develop the following lines of work: productive chain action plan, training, logistics, economy and commerce, communication and identity.

### **Recommendations for implementation**

The following suggestions for network implementation we made:

- The Amazonía Sur network strategy must be presented to SERNANP (National Service of Natural Protected Areas of Peru), SERNAP (National Service of Protected Areas of Bolivia) and SEMA (Acre State Environment Secretariat), members of the MAP initiative and Imaflora (*Florestas de Valor Program*) in order to form strategic partnerships and raise funds for their creation and implementation;
- The PA representatives should evaluate the necessary changes in the governance model to address the needs of the network;
- A team of consultants must be hired to fulfill each of the identified roles;
- Heads of areas and producers of each socio-biodiversity chain must pick two productive chains to begin working on the network;
- It is recommended to register the Amazonía Sur brand in all three countries. This process must be led by the institutions in charge of managing the PAs: SERNANP, SEMA and SERNAP;
- It is recommended to focus the first two years of work on a single network model. This first stage is fundamental to strengthen productive chains before launching the brand into the consumer market.



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