A reflection on motivating community action to protect an endangered species using marketing

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Abstract
Purpose – This paper aims to describe a case that has worked with community aiming to prevent koala deaths and injuries across known causes including dogs.

Design/methodology/approach – Over a 6½-year period, a project team has applied the Co-create–Build–Engage (CBE™) process initially delivering a proof-of-concept pilot programme for one threat faced by koalas, which was later scaled to citywide delivery. This approach is now being extended across 12 local government areas, and the author’s team is now working across all preventable threats faced by koalas’ regionwide. Leave It is now nested as one behaviour change project in a wider project delivered across Southeast Queensland, in partnership with Queensland Government, 12 local government areas, community groups and other organisations.

Findings – Underpinned by the pathway to impact and CBE™ processes, this paper describes how the 3½-year Leave It project reduced koala deaths from dog attacks by 40% in the Redland City Council area. A reduction in koala deaths will contribute to a measurable increase in the local koala population across successive generations delivering lasting impact.

Research limitations/implications – This paper provides an overview of links between inputs, activities, outputs and outcomes to impact. Robust koala population data is needed to precisely measure impact over time.

Practical implications – One female koala joey saved equates to seven new koalas in the next generation and prevention of koala deaths can be achieved when people can be motivated to take action.

The work described in this paper is the result of a team. Some staff have come and gone, and others remain in the team to this day choosing to continue to be the best they can with the little they have.

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Originality/value – This paper reflects on 6½ years of experience applying marketing to deliver changes in people’s behaviour that protect koalas. A high-level overview of the strategic and operational marketing efforts that have been and continue to be applied is described.

Keywords Behavioural sciences, Impact, Behaviour modification, Social change, Endangered species, Koalas

Paper type Research paper

Background and impact to be achieved
The status of our koalas first changed back in 2012 when koalas were listed as “vulnerable”. According to International Fund for Animal Welfare, over the past two decades, the number of koalas living in the Southeast region of Queensland is estimated to have reduced by as much as 50%. Acknowledging this alarming change in February 2022, the Australian Government declared koalas living in Queensland, New South Wales and the Australian Capital Territory as “endangered”, meaning that the likelihood of the extinction of koalas in the wild in these areas is at least 20% if no further action is taken. This declaration by the Australian Government was linked to a funding commitment of AU$50m.

In 2020, more than 475 koala deaths in Southeast Queensland were reported to Queensland Government. It is likely death numbers are higher given that many people living in Southeast Queensland do not know what to do if they see an injured koala and yet others may hesitate to report a death. Koala death data indicates a diverse range of koala death causes, some of which are entirely preventable. Koala deaths occur from habitat destruction (bushfires and land clearing), disease, vehicle strike, dog attacks, swimming pool drownings, fencing that prevents koalas from returning to safe areas, livestock attacks and more. Most, if not all, koala deaths can be prevented, if people know what to do. Human behaviour is complex with a broad range of individual, social and wider environmental factors interacting to influence what individual people can and will do when motivated to act. Approaches that bring people together, encouraging more people to act, are needed to reduce threats faced by koalas. Marketing is one approach that can influence people to change their behaviour voluntarily.

This paper summarises 6½ years of work providing an overview of how our team has applied marketing to work within one local government and community to positively impact the local koala population. The paper demonstrates how the scope of our work has changed over time. Today, Leave It, the programme that arose from a proof-of-concept trial, is one arm in a larger scope of works that spans across all preventable koala threats right across the Southeast corner of Queensland. The paper provides a brief overview of Co-create–Build–Engage framework (CBE™), a further outcome of our work. This paper provides a brief overview of the journey to impact, and it explains how we monitor our work to focus our efforts on delivering the outputs that have demonstrated their ability to help people to take protective koala actions. Work completed by our team and the demonstrable outcomes and impact for koalas are briefly described. More detail can be found in journal papers (David et al., 2019; Rundle-Thiele et al., 2019; Harris et al., 2021a, 2021b), case studies, project reports that are publicly available, our Leave It project website (see www.leaveit.com.au), Wildlife Watcher (www.wildlifewatcher.com.au) or Social Marketing @ Griffith’s centre website.

Generating impact is complex. Every project will have different impacts to describe. For example, a project focused on removing leaves from gutters and drains to prevent toxic algal blooms in lakes will deliver impact when water quality improvements are detected (e.g. dissolved phosphorous levels decrease). While a project aiming to mitigate threats against koalas will achieve impact when koala deaths are prevented and the koalas saved can go on to
reproduce. Calculating impact is simple if only one project is working towards impact in any given area, which did occur in the Redland City Council (RCC) area between 2017 and 2020, but that is rare. Therefore, detailed project tracking is needed to understand if impacts observed can be clearly attributed directly to the work of any one project and not to another team who are working on the same issue. Achieving impact requires authentic, active and ongoing community engagement and stakeholder coordination. Our approach is summarised next.

Listening to and working with stakeholders

In 2016, our project team received funding to understand if marketing could be applied to protect koalas from dog attacks. Funds were awarded by RCC. We applied the CBETM to prevent dog and koala interactions (Rundle-Thiele et al., 2021). The CBETM framework has been developed by a Social Marketing @ Griffith research team to guide application of marketing to social, health and environmental change. The CBETM framework outlines how marketing is strategically applied in a continual improvement process. The best marketing occurs when we co-create and build what people living in affected communities want and need. Engagement occurs after the build phase and during this stage our efforts are focused on making sure people know about our brand, product or service offering and that once they know about the offering, they are willing to take up the calls to action we are actively promoting (e.g. buy dog training and participate in the four-week dog training programme).

Based on the results of the initial co-creation phase completed in early 2017 (Rundle-Thiele et al., 2019), we built a four-week dog training programme to teach dogs the ability to avoid koalas (David et al., 2019). Leave It was advertised within a festival called Dogfest. Following the success of the pilot study, our team received funding for a further 2½-year period to undertake a citywide rollout (Harris et al., 2021a, 2021b). The immediate outcomes observed in the proof-of-concept trial delivered a demonstration that allowed stakeholders to understand that wildlife aversion was an additional skill that could be embedded into dog training. The pilot demonstrated that dog trainers could teach dog owners to train their dogs to avoid wildlife. The teams’ capacity to deliver a programme as planned built the trust needed for funding to continue. Today, it is clear that when the value of our work can be clearly communicated ongoing funding is more likely.

It is important to note that things do not always go according to plan. Changes were made in the scope of works by RCC moving our focus from engaging dog owners to engaging with dog trainers with the aim of delivering a sustainable programme in one local government area to avoid the need for ongoing funding. Dogfest was not delivered in the RCC area again until October 2022. In Stage 1, we encountered lower uptake by dog trainers than anticipated and upon reflection our team realised the proof-of-concept trial, which was co-created by dog owners and was informed by one dog training expert could not be relied on for citywide rollout. We pivoted after the Year 1 evaluation in the citywide rollout ensuring the Year 2 citywide offering was co-created with dog trainers. This learning taught us the importance of applying the co-create phase of CBETM any time the scope of works is changed. See Harris et al. (2021a, 2021b) for a more detailed explanation of lessons learned and outcomes achieved during the 2½-year funded citywide project. RCC wished to embed wildlife aversion into the dog owning and training community. Training materials were built and embedded into the Leave It project website and 71% of trainers at the time could deliver wildlife aversion training. A key learning observed over time was erosion of dog owners’ awareness of Leave It in the absence of sustained investment in awareness raising activities.

In 2022, we were tasked by Queensland Government to expand delivery of the Leave It programme across an additional 11 local government areas. We were also tasked to
further expand the scope of our works to commence the co-design of a coordinated koala awareness campaign for delivery across 12 local government areas. At the same time RCC continued to deliver funding. The changes in the size and scope of our work are represented in Figure 1.

A key strength of marketing when compared to other approaches to behaviour change (e.g. education efforts, law, nudges or other behavioural economic tactics) is that marketers design programmes, products, services, etc. with, and not for, people. Authentic co-creation listens to people who live, work and play in the community and it acts on their ideas. The core ideas underpinning the design of any programme, product or service needs to come from the community. Any idea generated by people who live in the community also needs to be supported by other stakeholders. Our trademarked CBE™ process (Rundle-Thiele et al., 2021) sets out the continual improvement mindset that underpins our work. The very first phase of CBE™ is co-creation, the learning phase. When approaching an issue like dogs killing koalas, research is needed to understand what people want and need. During co-creation, we look backwards, sideways and then we work from these learnings to move forward and build new approaches needed for change. In co-creation, our research teams investigated the following overarching research questions:

RQ1. How has this issue and other similar issues been approached in the past?

RQ2. Are there other programmes addressing the same issue? If so, what works? What does not work?

RQ3. What do people living in the community want and need?

RQ4. What will stakeholders support?

Armed with this understanding, we can then build and implement the programme within the provided budget. We work with stakeholders to gather additional cash and in-kind support. People’s time is money and any time a stakeholder is willing to work with us they bring additional capability and capacity allowing our efforts to stretch further. For a detailed description of how our very first pilot programme was conceived, read Rundle-Thiele et al. (2019) and Rundle-Thiele et al. (2021).

Engage is the third and final phase of the CBE™ process. It is here where efforts focus on gaining awareness and ensuring that people who are aware of the programme, product or service want to actively engage with our market offering on an ongoing basis. In this project, active engagement occurs when community members watch our videos, read our communication materials (social media, web sites, leaflets, posters, etc.) and/or attend our

Figure 1. Scope of works (2016 until current)
workshops or events. When it comes to stopping koala deaths, we need people in the community to act.

**Starting in communities for the first time**

At the beginning of the project back in 2017, we needed the help of experts to learn how to prevent dog attacks on koalas. Our team spoke to koala rescuers, vets, the local council, dog behaviourists including one local dog trainer, environmental advisors, policymakers and more. Experts explained to us how long it takes to train dogs and their owners, and they taught us about solutions that could prevent dogs from attacking koalas. We undertook an evidence review to understand other effective approaches to reduce wildlife and domestic pet interactions. We implemented a community survey capturing the views of more than 600 dog owners. Our team gathered detail on many past approaches and viewpoints. All this understanding was taken into co-design sessions, where dog owners living in the RCC area considered and discussed many previous approaches, and they designed solutions that would work for them and other people like them (Rundle-Thiele et al., 2019). It was through co-design that the path forward became clear.

People told us that we needed to implement a programme that helped dog owners by showing them what to do. Dog owners told us that our programme needed to focus on dogs and not koalas and that it needed to be fun. Dog owners described community festivals celebrating dogs as our “best friend” in co-design sessions. The learnings from the co-creation phase informed our pilot programme build. We created a four-week dog training programme called Leave It. Leave It embedded one extra skill (wildlife aversion) into training programmes that covered the many skills that dog owners had told us were important to them. We then promoted the Leave It programme to ensure that dog owners knew a new dog training programme was available.

Our team did not have a big budget. We spent a lot of our project funds on research. We met local businesses, successfully recruiting more than 20 stallholders who were willing to participate in the proof-of-concept delivery of an event, called Dogfest. Based on co-design feedback indicating dog owners wanted to be shown what to do and they wanted to have fun, Dogfest was delivered as 5-h festival offering demonstrations, displays, food and beverages for humans and their dogs. Dog owners had told us they wanted to have fun and Dogfest delivered exactly that showcasing treats including dog beer, puppacinos and best dressed competitions. One of the objectives of Dogfest was to encourage dog owners to sign up to dog training programmes. We, therefore, offered dog obedience demonstrations and talks featuring local dog trainers to encourage people to sign up to dog training. Encouraging people to sign up for dog training and membership in other activities that enrich dog was not our only objective. We wanted people to sign up for our new offering which included an additional dog ability that had not previously been taught in the area to demonstrate the outcomes that could be achieved from the proof of concept. Sign ups for the Leave It four-week training offering was also a key feature of Dogfest. In the Leave It pilot, our team had recruited dog trainers who had been trained to teach wildlife aversion and we ensured this behaviour was added within the Leave It training offering (Plate 1).

The pilot was a success demonstrating that we could embed wildlife aversion into dog training programmes, achieving an improvement in dog’s abilities to avoid koalas (and other forms of wildlife). Wildlife aversion and a dogs’ sleeping location (see Figure 2) are the two behaviours that dog owners can change to protect koalas. Dogs that are denned at night cannot chase a koala, which a dog will instinctively do if left free to roam at night and they are not trained in wildlife aversion.
By delivering a fun festival, we attracted more than 1,500 dog owners and people signed up for our Leave It training programme. Community and stakeholders rallied together to help us. They posted and shared on social media, put up posters and gave out flyers. Their willingness to talk about our event delivered the support our budget limited team needed to spread the word. We spent less than AU$1,000 on marketing communications because people did the talking for us, which is a marketing gold standard. Full pilot programme details are reported in David et al. (2019). An overview of how CBE™ was applied in the Leave It pilot is pictured in Figure 3.

When we started this work, we were a group of marketing academics and PhD students giving anywhere from one to five day(s) of our time each week to this project. We had to juggle teaching, PhD study programmes, other research projects and university service commitments while trying to move from a clear plan to the fully executed delivery of planned activities. Our pilot team worked outside of our job descriptions and our comfort zones. Suddenly, we were event managers, website designers, communicators, social media officers, project managers and more. The 2017 pilot project was later communicated as Phase 1 of the 3½-year project undertaken in the RCC area.

Moving forward to 2021/2022 and the work our team is implementing has changed. As the project size and scope have grown (see Figure 1), we have been able to employ professional staff with the experience set needed to deliver communication campaigns, events, websites and more. This change in staffing configuration has helped us to deliver at a scale we previously would not have thought possible.

Working with stakeholders six years later
Fast forward to May 2022. Our team is now larger and equipped with more resources (inputs) than we have had in the past. We are focused on expanding Leave It delivery across 12 local government areas and extending our work to other koala threats. The size and scope of our work has grown from 1 local government area to 12 areas and from one threat faced by koalas to all preventable threats. In the week prior to submitting this paper for initial review, the project officer and I met with two councils to share initial community survey findings for their local government area. We showed them how they compared to the Southeast Queensland

Plate 1.
Dogfest

Figure 2.
Changing dog behaviour (from freely roaming at night to sleeping inside)
average, and we talked about next steps that can be taken to encourage more people to act to protect koalas. We talked to nine staff from the Logan City Council community engagement, animal management and environmental management teams. The Somerset Regional Council invited us into the council chambers, and we presented to the mayor, councillors and senior council staff including the chief executive officer, operations manager and more. Each meeting ran for over an hour. In that same week, our team worked with a huge variety of stakeholders securing presentations, demonstrations, stories, stallholders, raffle prizes and sponsorships for our next Dogfest event. Other team members worked on our follow-up community survey and drafting of scientific papers. Today, we work with thousands of stakeholders from state and local government, businesses, charities, community groups and of course, community members. The nature of the work extends far beyond research as frequently conceived in many university (academic) marketing departments (Figure 4).

Pathway to impact
Our understanding of the pathway to impact is illustrated in Figure 5. Through active engagement with a programme, community members obtain the information, skills and confidence they need to take new actions. People will not change what they do unless they spend time engaging with our programme offering (described in Figure 5 as outputs). Recent evidence demonstrates that greater rates of behaviour change are observed when engagement is highest (van Hierden et al., 2022). Without the active engagement of people with our programme, any outcomes or lasting impact must not be attributed to our work (e.g. our activities and output).

Coordinating the sets of activities and processes required to achieve outcomes, and in time lasting impact, requires careful consideration and ongoing coordination to make sure
our activities are being deployed where they are most effective. Our team monitors weekly performance considering reach, the number of events delivered, engagement rates, performance metrics (e.g. likes, shares and comments for social media and satisfaction and willingness to recommend for events) and more to track the pathway to impact. Our work is guided by the pathway to impact. Our annual evaluations assess brand awareness, programme liking, outcomes achieved and the cost-effectiveness of different project activities (Harris et al., 2021a, 2021b).

It is important to note that any project monitoring needs to consider outcomes, including changes in the desired and undesired directions and the intended and unintended consequences of any actions taken. This assists future programmes of work to minimise any adverse outcomes while simultaneously seeking to maximise the intended outcomes, for example, reduced vehicle strikes on koalas.
Impact as a term is poorly understood. Impact is cumulative, and from a behaviour change standpoint, impact can only happen when people change what they do in response to receiving or actively engaging with the outputs you deliver (see Figure 5). As outcomes accumulate, impact occurs and from there lasting impact is achieved. For example, one koala that is saved today as a direct result of a prevention effort undertaken by a person in community who has read and can accurately recall a message from our project or who has attended one of our events is the starting point for impact. A person may have installed a koala friendly fence allowing a koala to climb out. A dog owner may have kept their dog inside at night allowing a koala to move freely through their backyard without being attacked. These changes followed receiving messages from our awareness campaign. When that saved koala goes on to reproduce, we see lasting impact. Every koala saved contributes positively to species survival. Koala females have seven babies on average in their lifespan. Think how saving just one female joey can make a difference. One saved female joey goes on to have seven joeys and these joeys all go on to have their 21–28 joeys and so on (see Figure 6).

Impact is observed when outcomes are achieved. Leave It was a limited trial demonstrating value in an approach that could be applied in community to protect koalas from dog attacks. Today, the initial approach piloted and later rolled out citywide is nested within a larger scope of works that challenge our team to coordinate the delivery of a broader communication campaign to show people living in affected areas the actions they can take to protect koalas. Our work on this larger scale is now one year in. Already new outcomes are emerging including an 88% reduction in car strikes from a koala awareness campaign delivered in the Logan City Council area (Seydel et al., 2023). Environmental changes will follow that in time may also add to impact achieved for this work.

Pathway to impact in the Redland City Council area

Redland City Council

We implemented Leave It over 3½ years in the RCC area. The project aimed to:

- successfully embed koala/wildlife aversion into dog obedience training delivery across the RCC area (e.g. Leave It programme enrolments in the proof-of-concept trial resulting in increased wildlife aversion ability, train the trainer workshop participation resulting in the ability to teach wildlife aversion in the citywide rollout);
- successfully embed appropriate denning practises (where a dog sleeps at night) into dog obedience training delivery within the RCC area (e.g. Leave It programme enrolments in the proof-of-concept trial resulting in increased denning at night time, train the trainer workshop participation resulting in the ability to teach denning); and
- promote, encourage and support dog obedience training (e.g. ensure dog owners are aware of local dog trainers and support them to enrol and participate in dog training that delivers the ability to avoid wildlife and sleep in secured places at night).

The three phases of the Leave It project are illustrated in Figure 7, and the overall outputs, outcomes and impact achieved for the 3½-year project are detailed in Figure 8.

The citywide rollout of Leave It involved implementation of a series of online and offline promotional activities and events. Local dog trainers learned how to teach wildlife aversion. Some trainers continue to teach this skill to this day. We observed immediate improved dog abilities in come back when called, aversion and stay quiet on command over time. Activities were implemented in community over a 3½-year period allowing outcomes to accumulate (2016–2019).

RCC supplied animal hospital data at the end of our 3½-year project. Data for the 3 years preceding our work and the 3 years during our work in the RCC area was examined.
Figure 6.
Picturing the true impact arising from the work we do
Figure 7. Three phases of Leave It implementation

Phase 1: Pilot Project 2017
- A variety of professionals received expert training on wildlife aversion
- Promotional program included an event, DogFest, with 1,500 attendees
- Communication program included PR, flyers, website, mailing list and social media
- Results showed the effectiveness of the pilot program

Case study: Leo
- Heel (no pulling on leash when walking)
- Sit
- Stay
- Come back (when called)
- Aversion (no chasing things)
- Stay quiet (on command)

Phase 2: City-wide Rollout 2018-2019
- Aimed to extend wildlife aversion training for trainers
- Extended communication to raise demand for dog training with dog owners
- Key focus: locate, attract, engage dog trainers to equip them with wildlife aversion skills
- 42% of local dog training companies received wildlife aversion training

Phase 3: Extended City-wide Rollout 2020
- Co-creation to understand why some dog trainers were not engaging with the program
- Changes were made to the program to attract a broader cross section of trainers
- Communication promoting the benefits of dog training continued
- 71% of all local dog training companies received wildlife aversion training

Reflection on motivating community action
Figure 8.
Overall project results for Leave It citywide implementation.

**OVERALL PROJECT RESULTS**

The Leave It program changed community attitudes towards dog training and increased dog skills through online and offline engagement activities.

**ONLINE ENGAGEMENT**

- 100,000+ views of social media posts
- 18,500+ page views on Leave It website
- 5,000+ views and 60+ comments for dog training webinars (May 2020)
- 10 e-newsletters sent to 1,600+ email list (January–June 2020)
- 31% open rate (industry average 23%)

**OFFLINE ENGAGEMENT**

- 480,000+ views of press releases
- 175,000+ people reached via radio interviews/ads
- 60,000+ views of bus shelters (Jan 2018–Jun 2020)
- 3,800+ flyers in total mailed drop or handout (5 kinds: dog training/seminars, wildlife aversion)
- 165+ attendees in total across 9 face-to-face workshops
- 1,500 attendees at DogFest with 1,000+ giveaways of dog leashes and bowls (June 2017)

71% of all local dog training companies received wildlife aversion training.

The Leave It program achieved significant increases in wildlife aversion and come back when called. These two behaviours help to ensure the sustainability of wildlife in urban areas.

- 15% increase in wildlife aversion
  From 30.2% (2017) to 44.6% (2020)
- 40% increase come back when called
  From 38.1% (2017) to 63.8% (2020)

The Leave It methodology can be applied within local government areas to increase dog abilities and change community attitudes to protect wildlife.
Hospital data summarises the number of koalas coming to hospitals, and it identifies the reasons for hospitalisation. A comparison of two time points was made. In the three years prior to Leave It implementation, five koalas who presented at hospital were attacked by dogs. In the three years of Leave It implementation, three koalas were attacked by dogs. The cumulative effect of three years of activity that included learning how koala attacks from dogs could be prevented, piloting an approach, upskilling the dog training and dog owning community and promoting dog training reduced koala deaths from dog attacks by 40%. The two koalas saved in that three-year period would equate to 85 koalas living in the affected area within three koala generations (see Figure 6). If the 542 koalas that died from preventable causes in 2020 were saved by people living in affected communities, we would have an additional 1,897 koalas living in Southeast Queensland in just one koala generation or 6,639 in two generations and 23,238 by the third generation.

Southeast Queensland koala threat mitigation 2021 – ongoing

The scope of our work has grown considerably. In our first 3½ years we reached over 650,000 people. In the first year (2021/2022), we reached 3 million people and we have effectively engaged 500,000 people living in Southeast Queensland. A koala awareness communication campaign delivered in the Logan City Council that was designed by our team and implemented by Logan City Council delivered measurable outcomes. The campaign reduced koala deaths from road strikes by 88% and reported sightings of koalas doubled.

A larger team is continuing work. Our aim is to deliver a coordinated approach delivered across 12 local government areas to mitigate koala threats. Our social media channel (see www.facebook.com/wildlife.watcherau) is the sixth largest group of its size in Australia behind long established groups including RSPCA Qld, Australian Koala Foundation and Wildcare that have been operating for 35+ years. In just one week in 2022, 5,000 people engaged with content on our social media channel, 1,686 went to our website, 2,336 watched our videos and 425 people registered to attend a Dogfest event. In 2022, our team hit #1 on Google for Dogfest and new blog content published by the project team on the Leave It website was also ranking number 1 or 2 in Google (Figure 9).

Ethics of impact

Teams applying marketing to change social, health and environmental behaviours are faced with a host of ethical considerations. Some of the many considerations include respecting people’s rights to make free and informed choices. Our teams acknowledge varying viewpoints and we do not seek to control people’s lives. We deliver clear and transparent communications so that people understand why we are performing the work we do. We are clear about current progress in the project and next steps to be taken. Our reporting is clear, and summaries of our work are publicly available. We strive to deliver the most cost-effective approaches possible, and we seek to deliver assets that community can use beyond the life of any of our funded project work. Koalas do not have a voice, and this is an important consideration for any endangered species. Our team aims to tell the stories of koalas living in local areas and celebrate the success of carers who successfully return koalas to the wild. As part of our work, we regularly engage in heavy conversations related to land clearing which may impact koalas. Our team is regularly approached by people who are keen to tell their stories and we do listen to people’s frustrations. Our overall aim is to avoid any actions that are biased against any one group or individual. A core component of our practice is that we seek to consider the views of all stakeholders, and we are committed to explaining and justifying all actions if necessary.
Final reflection

A great deal of experience has been gained in a 6½-year period across a series of projects that have applied marketing to protect koalas, a species recently upgraded by the Australian Government to endangered. Marketing is a discipline that can influence people to make voluntary changes. When Dogfest returned to the RCC local government area in October 2021, we witnessed that dog trainers could still teach the koala aversion ability some two years after our initial project had been delivered. This demonstrates the lasting effects that can be achieved if careful consideration is given to how funding can be maximised. Where possible, our team aims to deliver lasting outcomes.

Not all members of the community embrace marketing efforts even when they are applied in environmental protection. A direct outcome of applying the CBETM process is that on balance our work is overwhelmingly positively received. Nothing beats standing on the ground in a community and hearing a person saying: “I can’t believe you made this happen!” By listening to people and learning what they want and need, programmes can be built that people will voluntarily engage with. During the past 6½ years, our team has changed conversations in the communities that we deliver our work in. We have built trust, created lasting partnerships and through applying marketing’s fundamentals in response to some of the largest challenges faced on our planet we have made an impact. The scope of works briefly described here represents a series of successive projects awarded within annual budget cycles, which does present challenges. Erosion of any effects must be expected if funding discontinues.

References


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