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HAPPINESS: THE MISSING LINK OF MARKETING IN A TECHNOLOGICAL SOCIETY

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ABSTRACT

John Naisbitt's (6) High-Touch High-Tech concept and Frederick Herzberg's Motivation-Hygiene theory were analyzed and extended into a marketing strategy that's applicable for parks and recreation professionals. The marketing strategy referred to as a Happiness Marketing Model offers a counterbalance between high-tech and high-touch by providing a conceptual base to emphasize the intrinsic benefits inherent in participating in recreation and leisure activities. These intrinsic benefits are referred to as "High-Triumphs", and are believed to add personal happiness in a technological society. The "High-Triumphs", in addition to Naisbitt's high touch concept and Herzberg's Motivation-Hygiene theory, have been combined into an algebraic formula as a means of identifying the components that contribute to happiness in a technological society. The formula indicates that Overall Happiness = High-Touch + High-Triumphs + Hygiene factors + Motivators.

HAPPINESS: THE MISSING LINK OF MARKETING IN A TECHNOLOGICAL SOCIETY

How can recreation and leisure services add happiness to a technological society? This is a very serious question, one that deserves analysis in light of Americans' relentless pursuit of happiness, and given the unique potential of recreation and leisure to contribute to one's state of happiness. The ideas of personal satisfaction and the pursuit of happiness are so ingrained in modern day individuals that they eagerly search to acquire them. Technological advances have certainly influenced this behavioral response. "Technology and human potential are two great challenges and adventures facing humankind today".(6) The American dream of good and plenty is no trivial pursuit, it is a secular religion that many spend and pray for with equal fervor.(1) It is the author's belief that an added conceptual base for perceiving happiness

would add success to its pursuit. This article is written to provide a marketing concept to enhance the satisfaction, consequently happiness, derived from participating in recreation and leisure programs. It is offered as a marketing strategy for the offering of parks and recreation services. It also has application for other pursuits.

The U.S. News & World Report recently published a 10-page special report on "Happiness . How Americans Pursue It".(5) The findings identified many paths to happiness that Americans are pursuing; they are: seeking status or success, service to others, harmony with nature, closeness to God, and creative use of leisure time. According to this report, it is the search for happiness that makes life worth living.(5)

Another special report revealed that not only is leisure a central part of America's pursuit of happiness, but more and more people use leisure as a way of identifying who they are--a sports enthusiast, an opera buff, a craftsman, a lover of adventure. Each year the endless pursuit of happiness and the thirst for leisure and recreation intensifies. This quest has grown since Thomas Jefferson gave happiness significant weight when he wrote the Declaration of Independence. Jefferson amended John Locke's three rights to Life, Liberty, and Property to read Life, Liberty, and the Pursuit of Happiness. It has been speculated by Burham (1) that Jefferson might have taken the happiness clause from the Scottish philosopher Francis Hutcheson, who said the object of society was to provide the greatest happiness to the greatest number. He also noted that the clause could have been purely personal optimism. The optimistic pursuit of happiness grew out of this conviction. After all, the country was founded on the promise of freedom; that is, every American possesses the opportunity and potential to achieve as much as he/she desires. This freedom also implied that there was no limit to how high one could advance. It basically depends upon one's drives and potentials. The technological advances of modern society have certainly reinforced these beliefs and have provided unlimited opportunities to stimulate the pursuit of "The American Dream".

#### HIGH-TECH, HIGH-TOUCH, HIGH-TRIUMPHS

Many of the behavioral responses being exemplified by modern day individuals represent a counterbalance between high tech and high touch.(6) Naisbitt has conducted that whenever new technology is introduced into a society, there must be a counterbalancing human response, that is, high-touch or the technology is rejected. He has noted that we must learn to balance the material wonders of a technology with the spiritual demands of our human nature. He has further argued that the more high-tech, the more high-touch.

Using Naisbitt, Buck and Jefferson's ideas as a base, and acknowledging the fact that technology is advancing and continuously impacting society, it is the purpose of this article to advance Naisbitt's high-tech high-touch concept into a marketing strategy that is applicable for parks and recreation professionals. Specifically, this article provides a "Happiness Marketing Model" that extends the high-tech

high-touch formula to include high-triumphs. Recalling Naisbitt's notion that whenever new technology is introduced into society, there must be a counterbalancing human response, or the technology is rejected, the inclusion of the high-triumph concept further provides the opportunity for a human response. High-triumphs refer to the by-products or the psychological and emotional attributes inherent in the possession or attainment of one's goals. Specifically, high-triumphs focus on the intrinsic benefits linked with actions like mastery of a skill, success on the job, recognition, challenge, peace of mind, feeling good, mental ease, and so forth. It is the contention of the author that these components add happiness to one's life. The author further feels that because a technological society provides so many paths for one to pursue, people have a tendency to chase one goal after the other without taking the time to benefit or even focus on the intrinsic or inherent psychological attributes of a particular accomplishment. This has led Buck (1) has begun to think that we have made a giant mistake, that the American way is little more than the exaltation of greed.

We have often heard the adage, "happiness is not something found at the end of the road, but something found along the side of the road". Another adage by Dr. Paul Parker supports this position; he states, "It is not what you possess, who you are, the position you hold, or where you are located that makes you happy or unhappy. It is what you think about it".(8)

#### HAPPINESS AS A MARKETING TOOL

It is the intention of the author to offer a marketing strategy that concentrates on the intrinsic benefits of leisure activities or experiences. These underlying motivating focuses become the missing link of marketing parks, recreation and leisure services. The model can also be applied to other pursuits in one's life. The implementation of such a model will enhance the quality of life by helping people to develop personal ways to compensate for the high-tech influences on one's personal development and happiness.

For the purpose of this article, happiness is perceived as an internal emotional state--characterized by pleasure, contentment, and gladness. Happiness results from the possession or attainment of what one considers good. It is the psychological dimension inherent in the possession or attainment of one's goals. Because of the psychological nature of happiness, this is often overlooked.

In view of the fact that marketing is the new wave for parks and recreation agencies in the 1980's, a focus on happiness, as it relates to high-triumphs, adds direction to this effort. In the past, agencies have concentrated more on master planning, architectural and facility planning, than on understanding the dynamics of the marketplace. No attention was given to ascertaining the psychological reasons why people recreate, re-create, relax, or have leisure time? As a result, the profession has suffered. Vast economic and social changes, competition in the marketplace and a more educated constituency has made better

marketing imperative. A number of other factors have significantly enhanced this marketing trend: reduced tax support, accountability demands, increased regulations, and legal and legislative requirements.(3) Crompton has noted that it was possible for an agency to operate and prosper without employing marketing strategies, simply because citizen demands could be met by increasing the tax level. This bandage or reactive approach cannot survive in a complex and less sympathetic economic environment.(3) Realization of this fact has caused more and more parks and recreation departments to employ a variety of marketing strategies.

Marketing involves the development of services which are consistent with client needs: the pricing, promoting, and distributing of the service effectively. George (4) defines marketing as the exchange process for the purpose of satisfying human wants. He further describes marketing as the process in which transactions are created, stimulated, facilitated, and valued.(4) Marketing may also be perceived as becoming aware of your "bundles of benefits", that is, the inherent attributes of an activity or service. "Bundles of benefits" may also be perceived as the unique features, values or motives that arouse interest in potential users. The concepts of "bundles of benefits" and "high-triumphs" are synonymous.

#### A MARKETING MODEL FOR A TECHNOLOGICAL SOCIETY

The following model offers a further means to conceptualize and actualize the high-triumphs concept. Its foundation is based on Frederick Herzberg's Motivation-hygiene theory, which is built on Maslow's hierarchy of needs. Herzberg's research was undertaken to determine what work-related factors motivates employees. He concluded that employees have two different categories of needs that are met in the work situation and that these are essentially independent of each other and affect behavior in different ways. The elements causing job dissatisfaction were associated with environmental factors and were labeled "hygiene factors". Table 1 presents examples of these hygiene factors. Herzberg found that hygiene factors do not motivate workers, but prevents loss in work performance due to a work slowdown caused by dissatisfaction.

The motivators, on the other hand, are satisfying factors that involve a sense of achievement, professional growth, and recognition. Herzberg called these factors motivators because they seemed to have a positive effect on job satisfaction, often resulting in increased work capacity and total output. Herzberg's theory seems to have a close relationship with Maslow's hierarchy of needs. The hygiene factors all seem to be affected by the first three levels of Maslow's needs: physiological, security, and social needs. The motivators seem to be aligned with esteem and self-actualizing needs. Herzberg's theory indicates that to motivate the employees, the top levels of Maslow's needs have to be dealt with. Table 2 presents the relationship of Herzberg's and Maslow's theories.

In analyzing the Herzberg theory on motivation, and considering the dynamics of a technological society, one can draw many other conclusions. For example, the development of a technological society has provided the assurance that most of our lower level needs will be met. Additionally, the advancement of Theory Y and Z (humanistic models) in the workplace has enhanced this tendency. Therein lies the reason to focus moreover on the top level needs. Naisbitt (6) labeling of this period in our history a personal human growth movement, also add support to this position. The need to compensate for the years of being technologically bombarded is part of the unfolding of this high-touch phenomenon.

Another inference, which may be concluded from these ideas, is that as the demands of work (time, effort) diminish, so will job satisfaction. As predicted, leisure will become the component of one's life that facilitates motivation, and consequently provides happiness.(7)

To enhance Naisbitt's human growth movement idea, Maslow's self-actualization concept, and Herzberg's motivation theory, one needs an added conceptual base. The high-touch and the high-triumph concepts become that extension. Table 3 represents the extension.

As revealed by the table, most of the motivators of the work experience are found in the leisure experience and vice versa. Therein rests the premise that leisure in conjunction with high-touch must play the counterbalancing human response necessary in a high-tech society. The incorporation of a marketing strategy that emphasizes the high-touch and high-triumph concepts adds to this counterbalance. From a leisure perspective, it is the motivators expressed by Herzberg (Table 2) plus high-touch and high-triumphs which make one happy: happiness through leisure and recreation = High-Touch + High-Triumphs. Therefore, it may be perceived that Overall Happiness = High-Touch + High-Triumphs + Hygiene Factors + Motivators.

Table 4 presents a summary of high-triumphs that may be gained from a leisure experience as they relate to Maslow's Need Hierarchy.

It has been stated that marketing is setting free your creative ability and looking at matters from a different angle.(2) Table 4 provides the means for you to look at your leisure programs and related activities from a different perspective. In considering the high-triumphs of a given activity, one simply focuses on the inherent characteristics and the unique benefits. High-triumphs are those components of an activity that promote welfare, advantage or gain. They explain why the proposition is important to the buyer and state the advantages of owning the good or using the service. High-triumphs tell the potential buyer what the good will do for him/her. One is more likely to buy the high-triumphs.

Table 4 represents clusters of high-triumphs that may be associated with different need levels. The high triumphs listed are not necessarily independent of the other attributes stated. Once needs have been ascertained of a given target group, the marketing strategies may focus on those high-triumphs associated with a given need level.

The model provides application for market segmentation; in that, it provides the means for one to extrapolate those high-triumphs that are predominant in a particular target market. For example, consider a weekend camping trip for a group of boys under 15 years of age. The high-triumphs emphasized would differ if marketing efforts were directed at the parents of the boys, as opposed to the boys themselves. The young boys would probably be attracted to attributes like recognition, friendship, competition, adventure, challenge, freedom and pride; whereas the parent might find features like leadership, added protection, skills, teamwork, group activities and self-respect more appealing.

Market segmentation becomes critical as our society becomes more diverse in terms of interest groups, i.e., yuppies, blended families, single parents, fitness enthusiasts, aged fit, working mothers, upper or lower income groups, etc. This diversity makes it difficult and even impossible to provide a service or program to a single mass market.

To be successful and meet the challenges inherent in 1990 and beyond, the parks, recreation and leisure programmer must understand what is being produced as part of the recreation and leisure experience. Otherwise, he/she is not dealing with the service or product as it is.(2) The utilization of a marketing strategy that focuses on high-triumphs and high-touch offers a technique to develop personal ways in which to compensate for the high-tech influences in our personal development and happiness. Naisbitt (6) has noted that many workers report mixed reactions to changes being forced upon them by the high-tech society, i.e., telecommunication employees working with terminals and word processors have felt lonely and in high-tech isolation. High-triumphs provide a conceptual base for individuals to seek opportunities to compensate for many of the negatives being imposed by technology. We have to emphasize the values of a camping experience, or the need to get away from the TV or video and go fishing with a group of friends, or even explore new interest groups to expand one's friendship circle. Regardless of the activity, high-triumphs provide the means for one to give the intrinsic attributes of an experience or activity significant value, as opposed to seeking only the extrinsic benefits. This focus will hopefully challenge the impact of the notion "vanity of vanities; all is vanity."

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Table 1. Motivation-Hygiene theory of Frederick Herzberg.

I.	Hygiene factors Job dissatisfaction	Motivators Job satisfaction
II.	Provide for job dissatisfaction when not maintained	Motivate employees when maintained
III.	<ol style="list-style-type: none"> <li>1. Supervision</li> <li>2. Company policy and administration</li> <li>3. Working conditions</li> <li>4. Interpersonal relationships with             <ol style="list-style-type: none"> <li>(a) Peers</li> <li>(b) Subordinates</li> <li>(c) Superiors</li> </ol> </li> <li>5. Status</li> <li>6. Job security</li> <li>7. Salary</li> <li>8. Personal life</li> </ol>	<ol style="list-style-type: none"> <li>1. Achievement</li> <li>2. Recognition for achievement</li> <li>3. Work itself</li> <li>4. Responsibility</li> <li>5. Advancement</li> </ol>

Table 2. Relationship between Herzberg's and Maslow's theories.

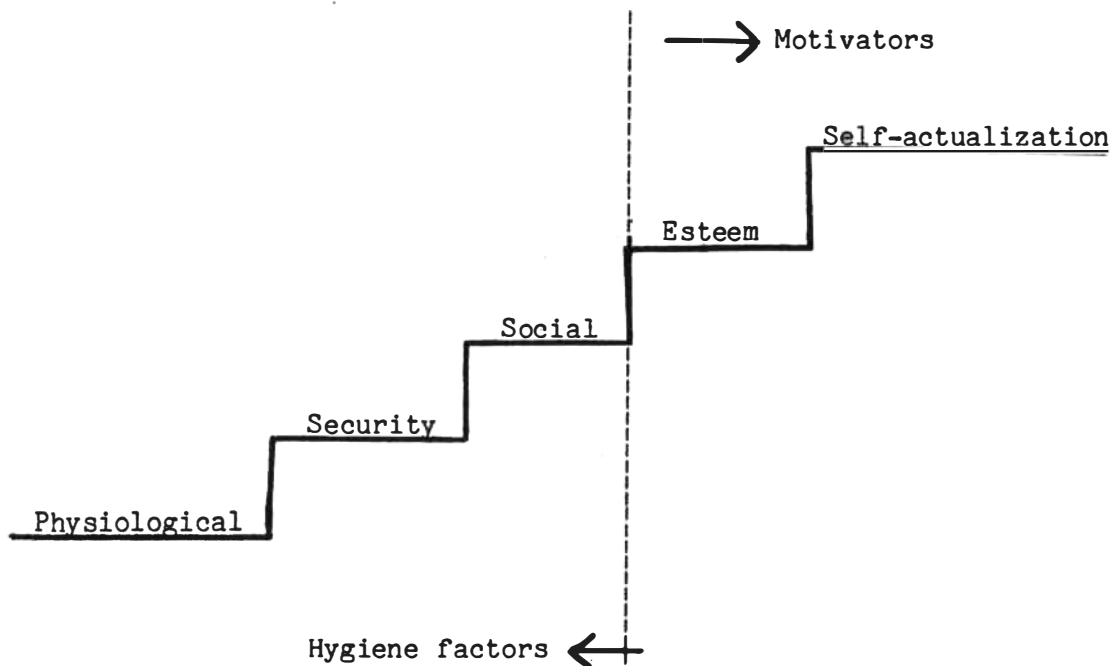


Table 3. An Extension of Herzberg's Motivation-Hygiene Theory

I.	Motivators Job satisfaction	Motivators of Recreation & Leisure Experience
II.	Motivators of employees and contributors to happiness	Motivators and Contributors to Happiness
III.	<ol style="list-style-type: none"> <li>1. Achievement</li> <li>2. Recognition for achievement</li> <li>3. Work itself</li> <li>4. Responsibility</li> <li>5. Advancement</li> <li>6. Possibility of growth</li> </ol>	<ol style="list-style-type: none"> <li>A. High Touch               <ol style="list-style-type: none"> <li>1. Love</li> <li>2. Friendship</li> <li>3. Teamwork</li> <li>4. Support Group</li> <li>5. Membership</li> </ol> </li> <li>B. High Triumphs               <ol style="list-style-type: none"> <li>1. Achievement</li> <li>2. Recognition</li> <li>3. Responsibility</li> <li>4. Advancement</li> <li>5. Self improvement</li> <li>6. Mastery</li> <li>7. Creativity</li> <li>8. Freedom</li> <li>9. Adventure</li> <li>10. Others as described in Table 4</li> </ol> </li> </ol>

Table 4) Relationship between Maslow's, Herzberg's Theories and High Triumphs

