



Repositioning the Field of Parks and Recreation

SUMA Convention
Regina, SK

John L. Crompton
University Distinguished Professor and Regents Professor
Presidential Professor for Teaching Excellence
Texas A&M University

Marketing Myopia

□ Narrow, short-term thinking

TN Levitt
HBR July-August 1960





Content

- The essence of a customer oriented approach as opposed to a city centered approach
 - What business are we in?
 - Volunteerism as recreation
 - Maximizing use of existing facilities
 - Benefits to the wider community
-



- The view that an industry is a customer-satisfying process, not a goods-producing process, is vital for all businessmen to understand... Given the customers' needs, the industry develops backward... creating the things by which customer satisfactions are achieved.
-



□ What business are we in?





ANY
TIME

Gay 80

101

ANY TIME





RY

YING SHOCK HITS
RES FROM HELL
"THE DEMON"
AND DESTRUCTION
"IT CLAW"

ALSO



VICTORY

2 ACTION PACKED ADVENTURE HITS
BOLD - BRITAL - LIFE IN THE RAIN
"THE LOST CONTINENT"
AF LAKE WITH BARBARIC TERROR
"FORBIDDEN ISLAND"

The Lost Continent
1933



FORBIDDEN ISLAND
1933

LATE SHOW
EVERY NIGHT





What Business Are We In?

□ Charles Revson:

“ In the factory we make cosmetics. In the store we sell hope.”

Repositioning
Movement

Community
Benefits
Movement

Gestation Movement

Activity / Custodial Focus

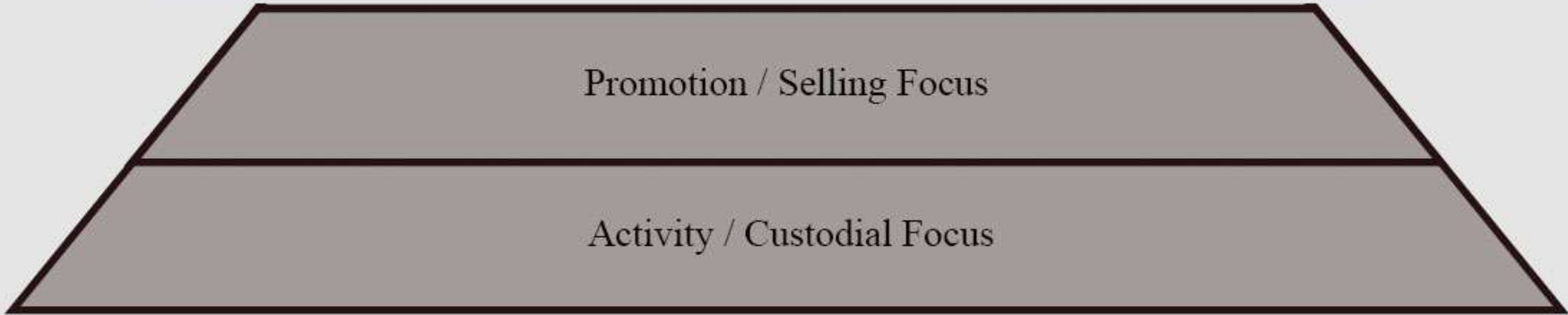
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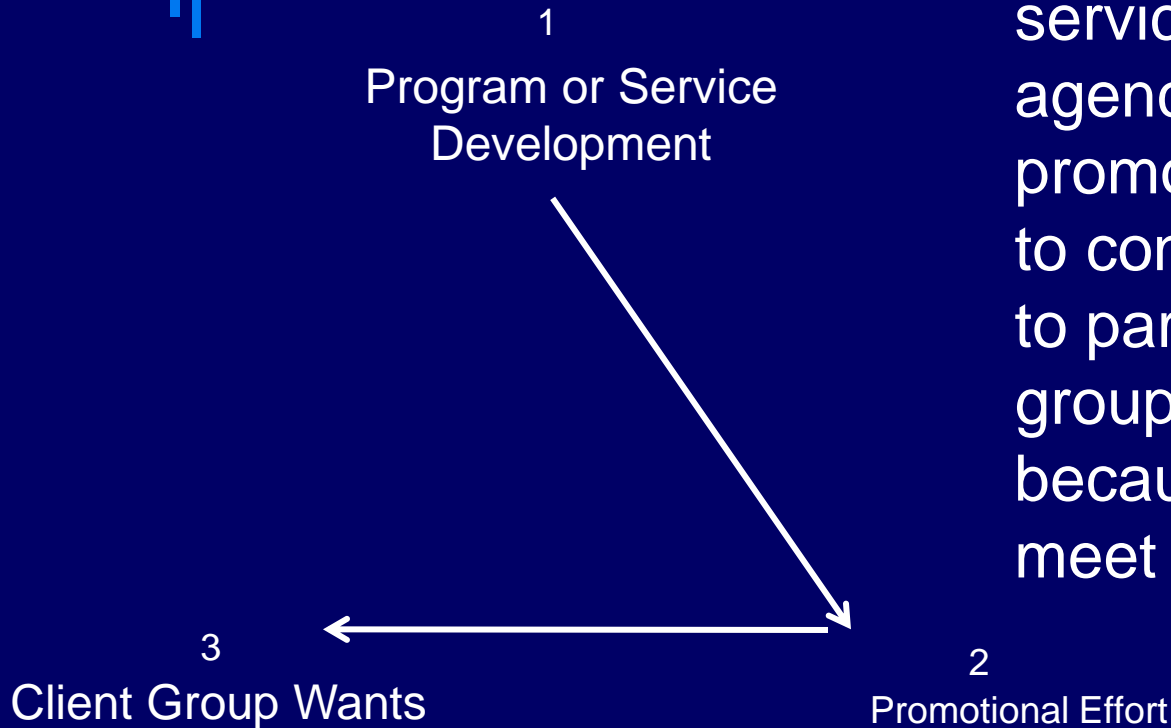
Promotion / Selling Focus

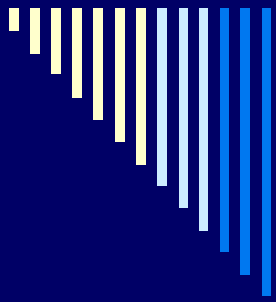
Activity / Custodial Focus



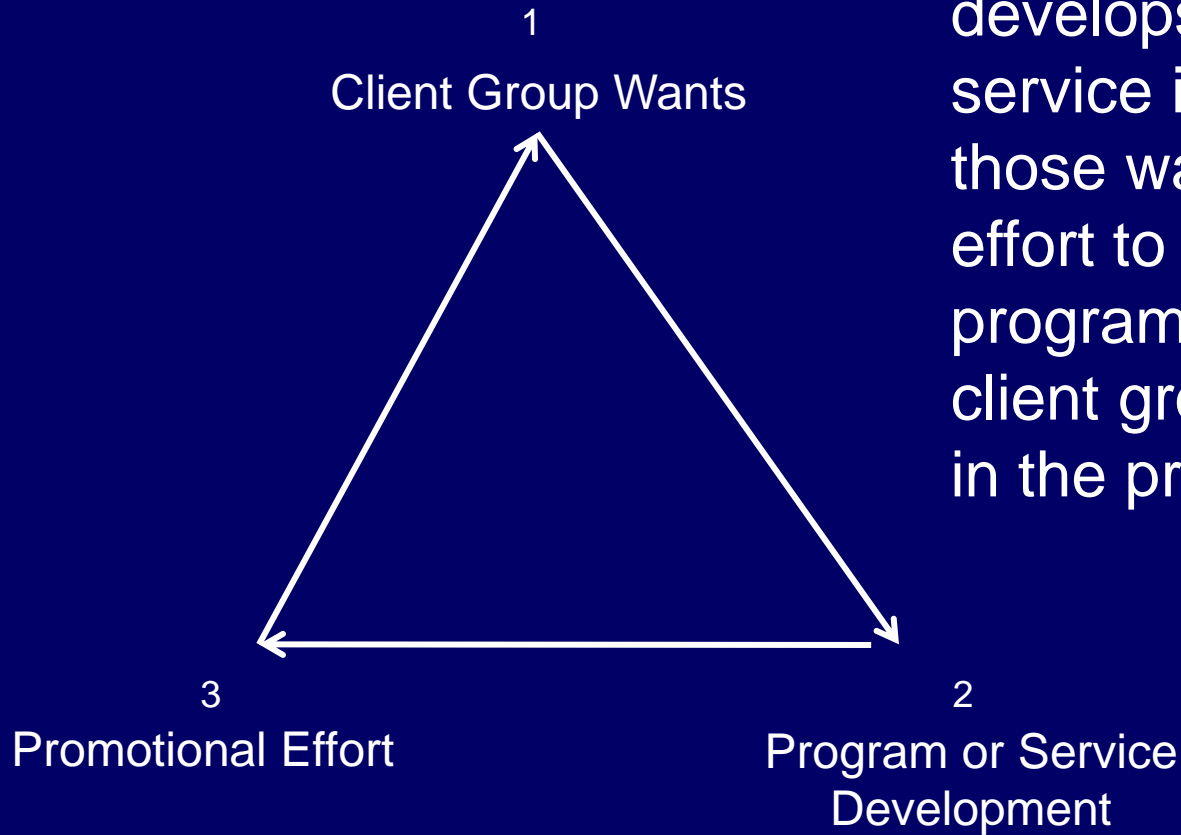


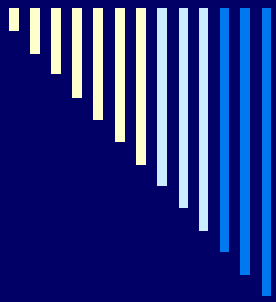
SELLING CONCEPT starts with program or service developed by agency personnel; promotional effort seeks to convince client groups to participate; client groups fail to participate because it does not meet their wants





MARKETING CONCEPT starts with identifying client group wants; develops program or service in response to those wants; promotional effort to communicate the program is rewarded by client groups participating in the program





- Promotion/selling focuses on the needs of the seller.
 - Marketing focuses on the needs of the buyer.
-



- To sell Jack Jones what Jack Jones buys, you have to see Jack Jones through Jack Jones's eyes.

"If a man can write a better book, preach a better sermon,
or make a better mousetrap than his neighbor,
though he builds his house in the woods the world
will make a beaten path to his door."





3 Key Questions

1. How much market research do we do?
-



3 Key Questions

1. How much market research do we do?
 2. Why do we do what we do today?
-



3 Key Questions

1. How much market research do we do?
 2. Why do we do what we do today?
 3. What are we doing different from 5 years ago?
-



~~Marketing~~

Enhancing User Satisfaction

Repositioning
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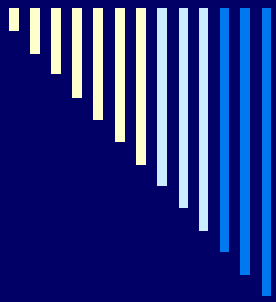
Gestation Movement

User Benefits Focus

Promotion / Selling Focus

Activity / Custodial Focus





Marketing is two things:

- A set of activities



Iceberg

Promotion

Pricing Services

Locating & Scheduling Services

Developing Services

Selecting Market Targets

Finding Out Client Wants



The Set of Marketing Activities





- The Marketing Activities are not as important as establishing a Marketing Mindset throughout the organization.



Gray and Greben, 1974

“Professional perspectives of parks and recreation are activity centered. Definition in terms of activities is unsatisfactory.”

“We should have discovered long ago the nature of the business we are in, but we have not...The critical questions are not, How many were there? Or Who won? The critical question is, What happened to Jose, Mary, Sam and Joan in this experience.”



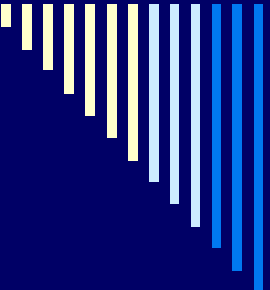
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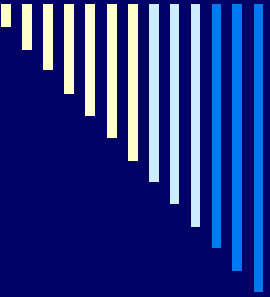
- A set of activities
- A facilitator of benefits

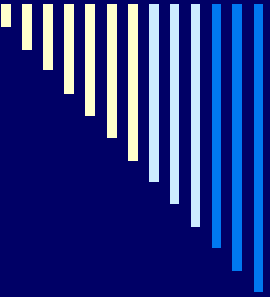






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- ❑ Social interaction with friends and family kin.
 - ❑ Social interaction with previously unknown others.
 - ❑ Ethnic and cultural identity
 - ❑ A gain in prestige; social recognition; status. The mastery of particular skills may be regarded as a form of “conspicuous consumption,” which brings forth peer group recognition.
 - ❑ Excitement; an adrenaline rush; exhilaration.
 - ❑ Ego-satisfaction of achievement and accomplishment; a desire to be successful.
-

- 
- ❑ Security; to be part of a group that gives a sense of belonging, connectedness to others, and sense of affection.
 - ❑ The feeling of being important and having responsibility; growth of self-worth and self-confidence.
 - ❑ Fantasy; illusion; offering temporary escape from the realities and routines of everyday life.
 - ❑ Relaxation and alleviation of stress and tension, which may be obtained from hard or no physical effort.
 - ❑ Catharsis from “flow” to alleviate negative tensions, anxiety, anger and unwanted adrenaline.
-

- 
-
- ❑ Acquisition of knowledge; satisfaction of curiosity.
 - ❑ Feeling of well-being and vitality that derive both from exercise and physical fitness, and from mental alertness.
 - ❑ Regression; the desire to “let your hair down” and act in a puerile, adolescent way.
 - ❑ Aesthetic enhancement derived from being in an attractive natural environment.
 - ❑ Challenge and risk, which lead to self-exploration, self-discovery, and self-development and may be obtained from sailing or skydiving, or from acting, dancing, or fly fishing.
-





Why am
I doing
this?



Why Do People Go Fishing?

□ To:

- Experience the outdoors
 - Develop skills
 - Pit wits with the fish
 - Be with friends
 - Share skills with others – especially children
 - Mental change and relaxation
 - Escape from pressures of everyday life
 - Take a trophy
 - Get food
-





Why am I doing this?



Physiological Benefits of Regular Physical Activity

- ❑ Improved circulation in the cardiac muscle
 - ❑ Lower arterial blood pressure
 - ❑ Increased number of capillaries in the skeletal muscle
 - ❑ Increased levels of enzymes, important in metabolism
-



Why Do People Exercise

- ❑ To become more attractive and self-assured
 - ❑ To have more energy throughout the day
 - ❑ Better mood and disposition
 - ❑ More creativity at work
 - ❑ Better social life
 - ❑ To make new friends
 - ❑ Feel more relaxed, less tension
 - ❑ To lose weight
 - ❑ To live longer
-

What is this?





The Transformational Lens

It is

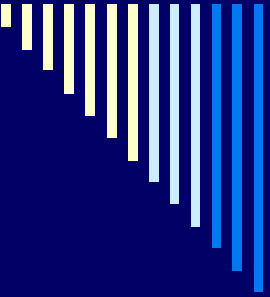
- Social recognition
 - Excitement
 - Ego-satisfaction of achievement
 - Security of belonging to a group
 - Social interaction
-



User Benefits Are Important

- Meet basic human needs
-

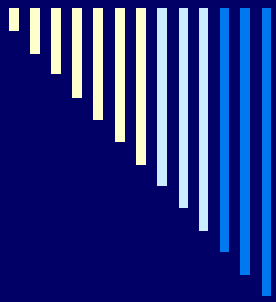


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- A gain in prestige; social recognition; status. The mastery of particular skills may be regarded as a form of “conspicuous consumption,” which brings forth peer group recognition.
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 - Acquisition of knowledge; satisfaction of curiosity.
-

Occupations Projected to Have the Largest Job Growth

Job Category	Employment		Change		Quartile Rank by in 2008 Median Wages ¹
	2008	2018	#	%	
Registered nurses	2618.7	3200.2	581.5	22.2	VH
Home health aides	921.7	1382.6	460.9	50.0	VL
Customer Service Reps	2252.4	2651.9	399.5	17.7	L
Food Prep and Serving	2701.7	3096.0	394.3	14.6	VL
Personal and home care aides	817.2	1193.0	375.8	46.0	VL
Retail salespersons	4489.2	4863.9	374.7	8.4	VL
Office clerks, general	3024.4	3383.1	358.7	11.9	L
Accountants and auditors	1290.6	1570.0	279.4	21.7	VH
Nursing aides, orderlies, and attendants	1469.8	1745.8	276.0	18.8	L
Postsecondary teachers	1699.2	1956.1	256.9	15.1	VH
Construction laborers	1248.7	1504.6	255.9	20.5	L

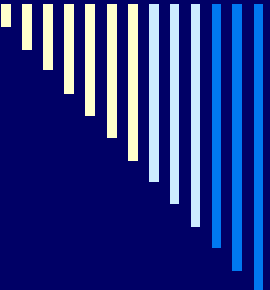
¹ VH = very high (\$51,540 or more), H = high (\$32,930 to \$51,530), L = low (\$21,590 to \$32,830, and VL – very low (under \$21,590).



People don't know what they want –

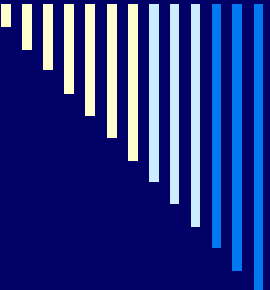
They only want what they know





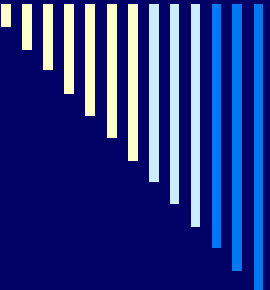
Volunteering as a Recreation Activity

- Not merely a means to an end
-



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Volunteering as a Recreation Activity

- Not merely a means to an end
 - Many people work for money, and they volunteer for a sense of worth and value
 - What is in it for me?
-



What Benefits Do People Seek Beyond Altruism?

- Social interaction, affiliation, belonging
-



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 - Status, prestige, responsibility, leadership
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What Benefits Do People Seek Beyond Altruism?

- ❑ Social interaction, affiliation, belonging
 - ❑ Status, prestige, responsibility, leadership
 - ❑ Personal growth, achievement, accomplishment
 - ❑ Enhance self-image
-



Using Target Marketing To Fill Downtime

Stage 1. Identify a downtime



Using Target Marketing To Fill Downtime

- Stage 1. Identify a downtime
2. Who is uniquely available at the time?
-



Using Target Marketing To Fill Downtime

- Stage 1. Identify a downtime
2. Who is uniquely available at the time?
 3. What benefits do they seek?
-



Using Target Marketing To Fill Downtime

- Stage
1. Identify a downtime
 2. Who is uniquely available at the time?
 3. What benefits do they seek?
 4. Which activities can offer those benefits?
(They must be doable in the facility)
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Using Target Marketing To Fill Downtime

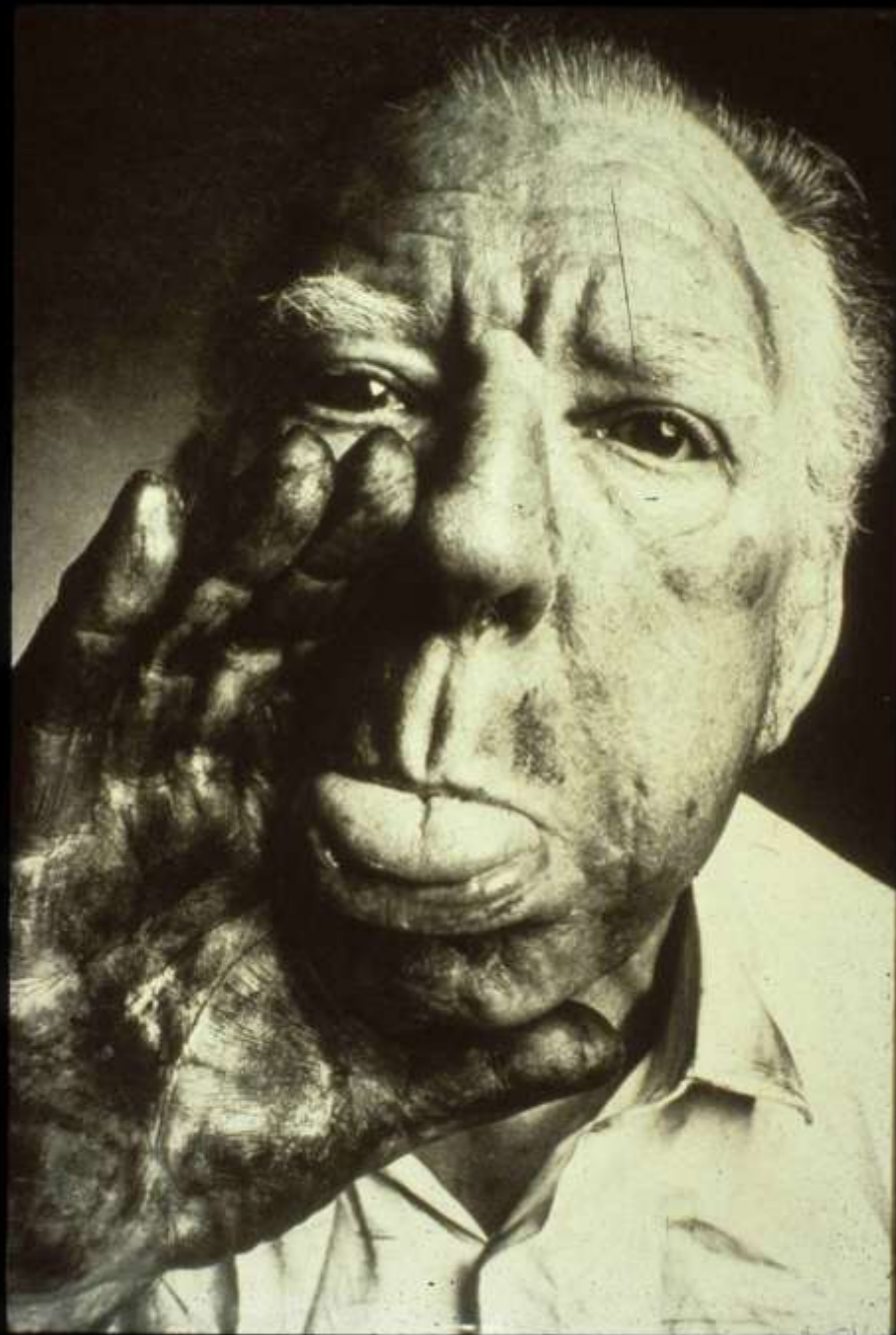
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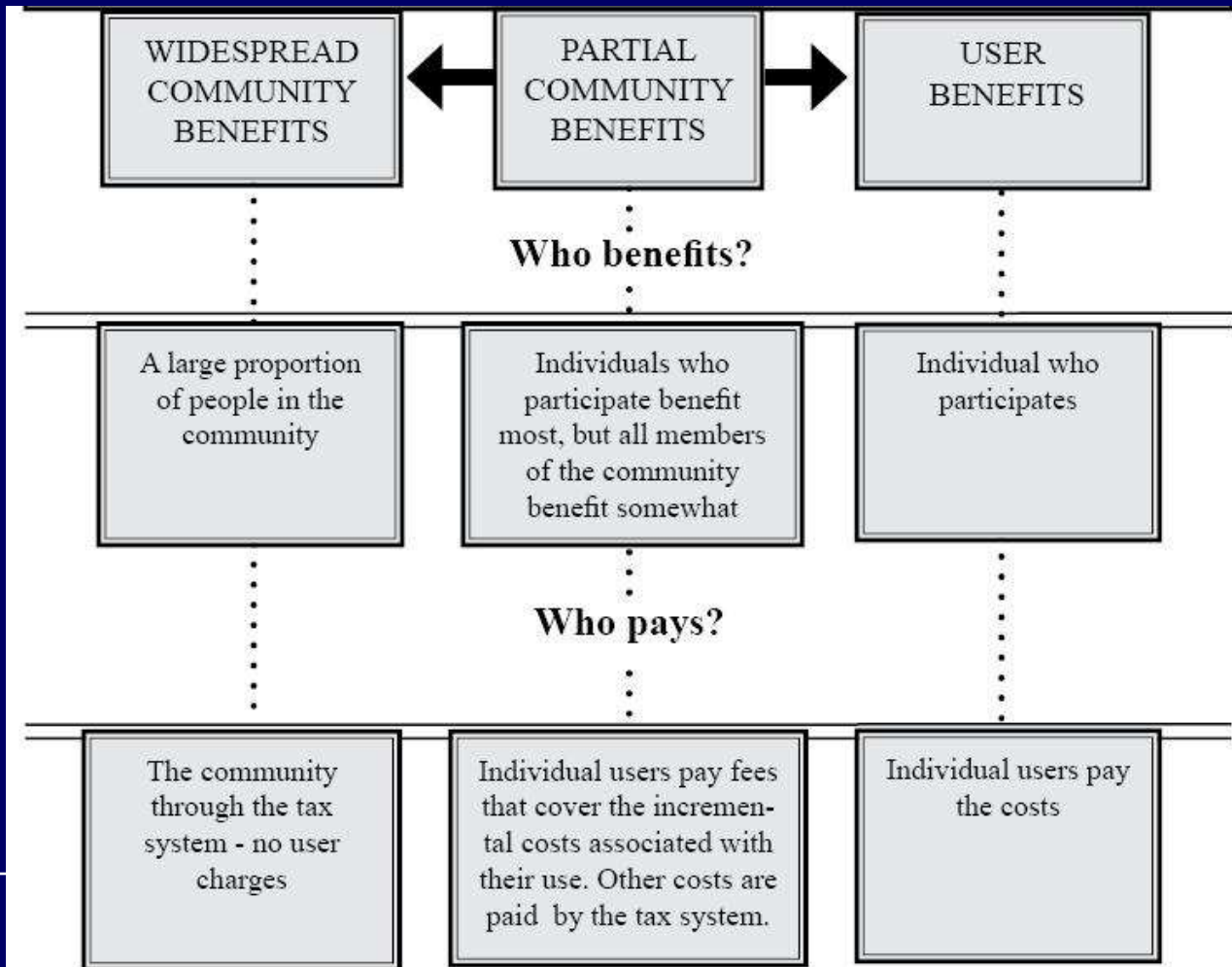
Using Target Marketing To Fill Downtime

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 6. What price should be charged?
-

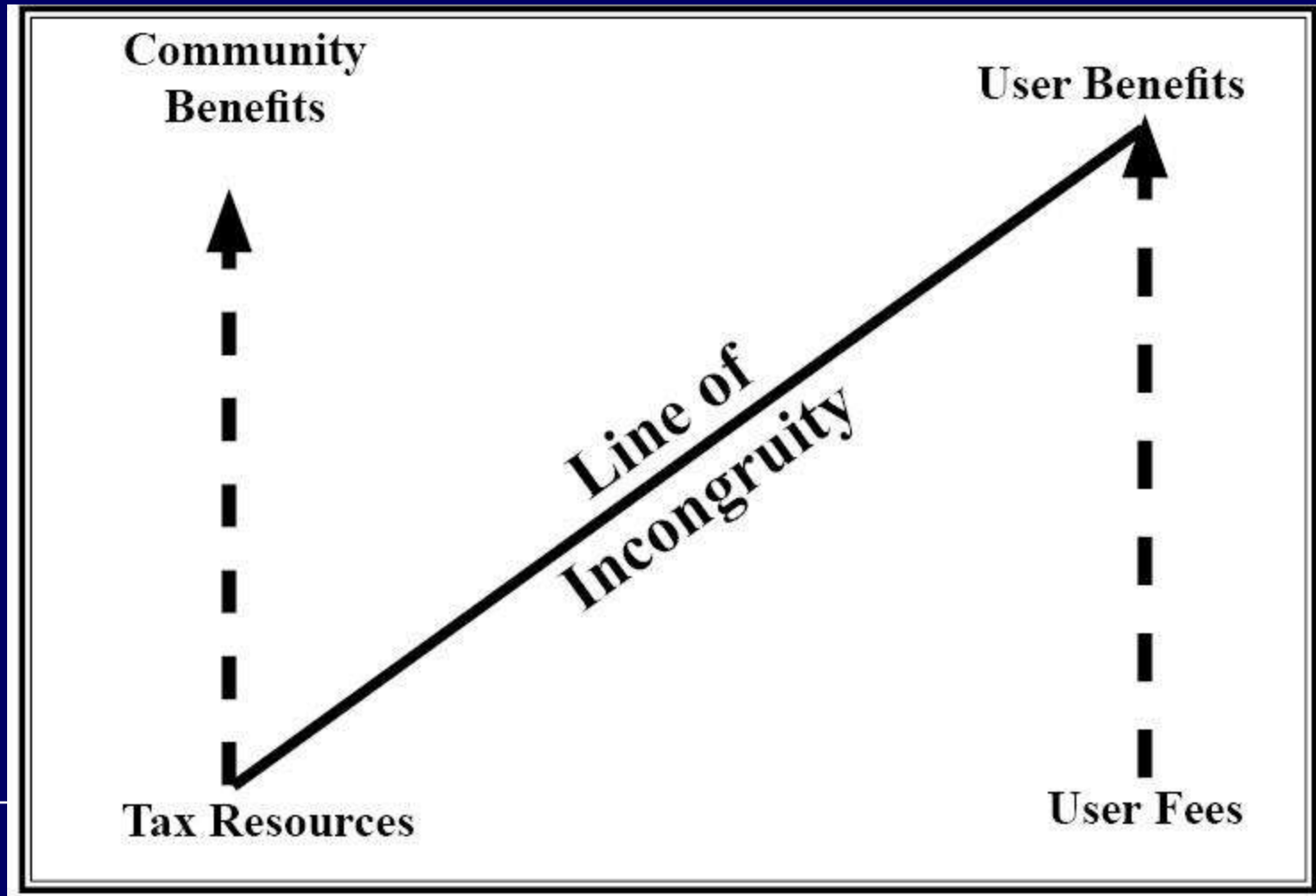


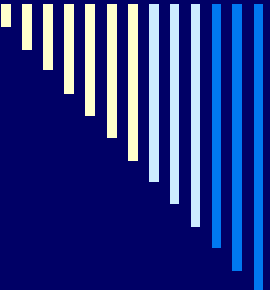


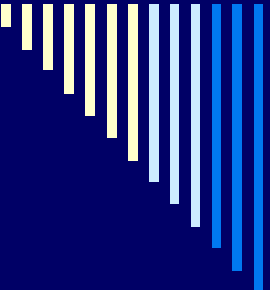
Implications of the Range of Benefits Continuum



Incongruency Associated with the User Benefits Paradigm



- 
-
- User satisfaction is an inadequate measure of the success of park and recreation agencies. Most taxpayers are not users of most of our services, so why should they support them? Need wider base of support.
-

- 
-
- User satisfaction is an inadequate measure of the success of park and recreation agencies. Most taxpayers are not users of most of our services, so why should they support them? Need wider base of support.
 - It is “off-site” benefits that count highest, not “on-site” benefits.
-



Repositioning
Movement

Community
Benefits
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Gestation Movement

Community Benefits Focus

User Benefits Focus

Promotion / Selling Focus

Activity / Custodial Focus



What is this?





The Transformational Lens

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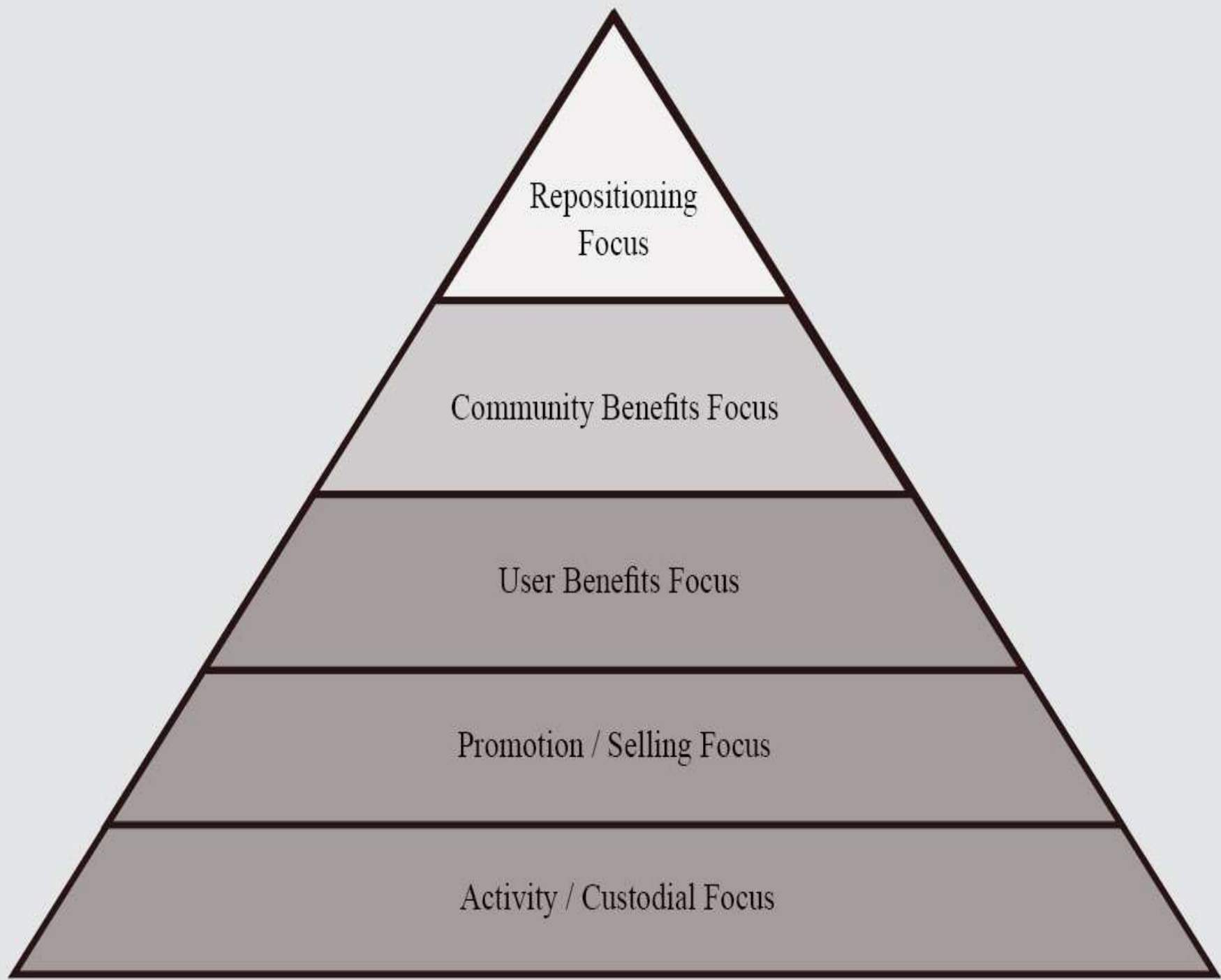
But more importantly
it is:

- Reduced health care costs
 - Alleviate juvenile crime
 - Community cohesion
 - Economic development
-

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Present Position

- Recreation and park provision is perceived to be a relatively discretionary, non-essential government service. It is nice to have if it can be afforded.
-



Reposition

- Position recreation and park services so that they are perceived to be a central contribution to alleviating the major problems in a community identified by tax payers and decision makers.
-



In the communities where there are playgrounds, where healthful sports are encouraged, the morality of boys is high. Not a boy was taken into the juvenile court this year from the neighborhood where there is a playground.

Finds Investment in Youth Pays the Community Well, Prince Albert, Saskatchewan, *Daily Herald*, February 6, 1925



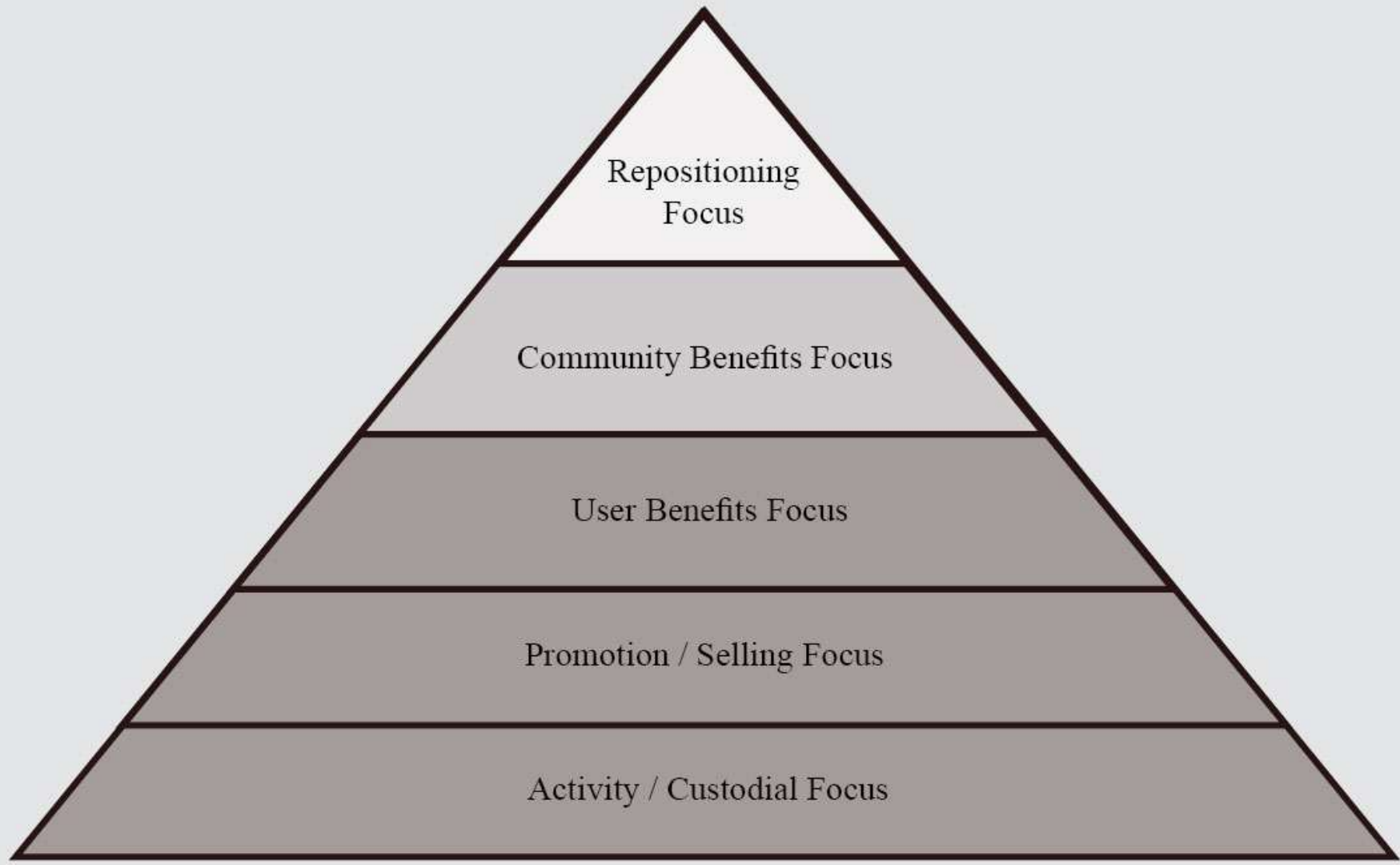
Benefits Related to Alleviating Social Problems

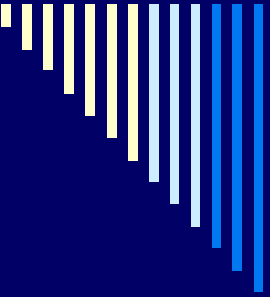
- ❑ Reducing environmental stress
 - ❑ Community regeneration
 - ❑ Cultural and historical preservation
 - ❑ Facilitating healthy lifestyles
 - ❑ Alleviating deviant behavior among youth
 - ❑ Raising levels of educational attainment
 - ❑ Alleviating unemployment distress
-

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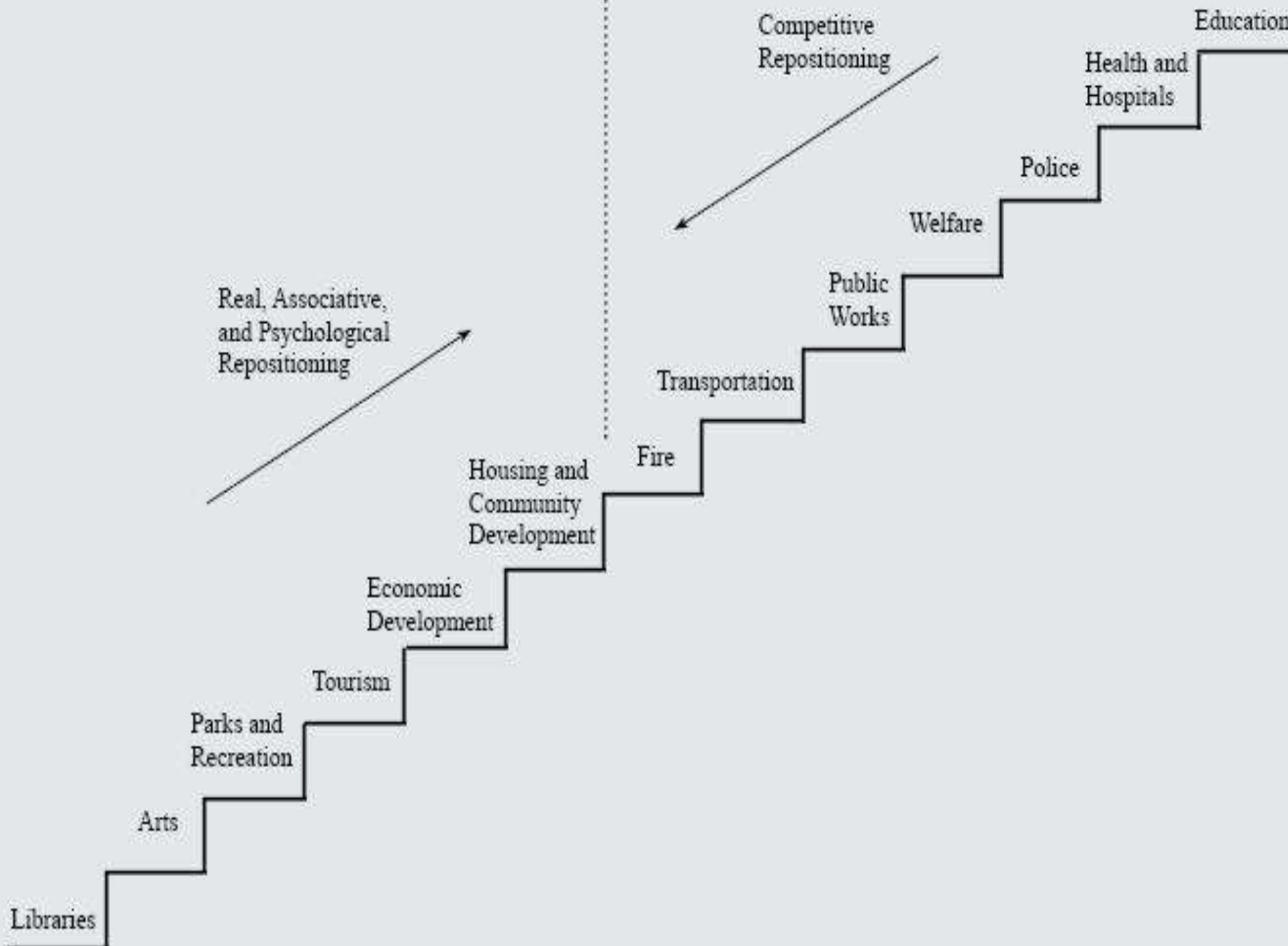


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- The “big idea” associated with repositioning is that funds are **invested in solutions** to a community’s most pressing problems. The term “investing” suggests a positive, forward-looking agenda with a return on the investments. Elected officials usually have no mandate to fund programs; their mandate is to invest resources into solutions.
-



Positioning Implications

- Positioning is a relative rather than an absolute concept
-





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 - Legislators' political platforms represent residents' concerns
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Positioning Implications

- Positioning is a relative rather than an absolute concept
 - Legislators' political platforms represent residents' concerns
 - The challenge is not financial, it is political
 - Some services will be discretionary – “Strategic importance”
-