

**THE CUSTOMIZATION OF LIFE AND LEISURE:
AS MEDIATOR IN THE MANUFACTURE OF VALUE OF JOY IN
THE CONTEXT OF COMMUNICATION POLICY**

A CUSTOMIZAÇÃO DA VIDA E DO LAZER: COMO MEDIAR O VALOR DA MANUFATURA DA ALEGRIA NO CONTEXTO DE UMA POLÍTICA COMUNICACIONAL.

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ABSTRACT: Massive change in every area of life will result in the customization of daily life and leisure. The forces shaping such customization include a revolution in world population and living arrangements, a revolution in work, emerging post capitalist economies of knowledge and experience, a revolution of networked economies and globalization, multipolar and multicivilizational politics and power, revolutionary changes in environment, a revolution in urban areas, and a revolution in the mass customization of products and services. In combination, it is argued, these multiple revolutions will have the cumulative effect of customizing leisure behavior in terms of meaning, logistics, temporal aspects, benefits sought and location.

KEYWORDS: Leisure. Future. Customization.

RESUMO: Uma mudança maciça em todas as áreas da vida resultará na customização da vida diária e do lazer. As forças que moldam essa customização incluem

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uma revolução nos arranjos da população mundial, no trabalho, nas economias pós-capitalistas emergentes baseadas no conhecimento e na experiência, uma revolução nas economias em rede, bem como na globalização e nas políticas e no poder multipolar e multicivilizacional, mudanças revolucionárias no meio ambiente, nas áreas urbanas, na customização de produtos e serviços. Adicionalmente, argumenta-se, que estas revoluções múltiplas terão o efeito cumulativo no comportamento do lazer customizado em termos de significado, logística, aspectos temporais, nos benefícios pretendidos e localização.

PALAVRAS-CHAVE: Lazer. Futuro. Customização.

The future woke me with its silence.
(W. S. Merwin)

Every country, culture and civilization has become like an anthill that has just been stomped by a large boot. The boot is massive change in every area of life. These changes cannot be imagined, let alone catalogued and the algorithms of change in each area are out of synch with others. Changes in world population, immigration, technology, the bases of economies, work patterns, roles of women and men, environment, methods of war, definitions of literacy, use of time, and other changes are profound and continuing.

All of these interrelated changes, this paper proposes, while apparently bringing about some level of sameness and harmonization of diversity, are actually creating more diversity and uncertainty in daily life and in leisure. Daily life is in the process of being “customized” for billions. As this happens, leisure behavior is being customized in terms of meaning, logistics, temporal aspects, benefits sought and location.

A REVOLUTION IN WORLD POPULATION AND LIVING ARRANGEMENTS

All such change starts with population. The world’s population is undergoing revolutionary growth in terms of number of people, massive immigration, rapid aging, rapidly increasing urbanization and population density increasing disparity of wealth and life chances, the status of women and the life course.

Explosive Population Growth. While estimates vary, the UN, World Bank, US Census Bureau and other demographic forecasters predict a world with from eight to eight and one half billion people in 2025, an increase of two to two and one-half billion from the year 2000 (O'NEILL AND BALK, 2001, p. 5). This unprecedented increase in the number of humans has profound consequences for every aspect of life from food supply to leisure. It represents a plague for other animal and plant species.

Practically all of this increase will come from developing nations. While in 1995 the portion of the world population living in "Industrial" or "developed" nations compared to those in "developing" nations was less than one to two, in 2030 it will be about one to four (O'MEARA, 1999). In 2030, it is projected that 59% of the world's population will live in Asia, 19% in Africa, 8% in Latin America and only 14% in all industrialized countries (LUTZ, 1994).

About half the population increase in developed countries is coming from international migration. Already, fifteen percent of Canadians and of French were born in another country, as were one out of nine of those in the US. In Western Europe, migration accounted for more than 80 percent of the annual growth rate from 1990 to 1995. UN projections are that migration rates will increase substantially in order to replace the working age population in countries with continuing low fertility. These immigrants are not melting in a pot but rather customizing the culture to produce differing mosaics within each city, region and country. What people think, eat, or do for fun will become more diverse-and so will when they do it.

Increasingly Urbanization and Population Density. For the first time in history, over half the world's population will be living in urban areas by the end of this decade and, by 2030, the UN projects that 60 percent of the population will be urbanized. (MCGEE, 2001). Within thirteen years there will be 24 megacities in the world with populations of over ten million. Increased urbanization will customize leisure behavior not only by social class, income and ethnicity as it always has, but, due to the increasing cultural differences of urban residents and visitors, such differences will be magnified.

Higher population densities are associated with increased incidence of a variety of diseases, greater participation in welfare, higher rates of suicide, and numerous environmental impacts, from air pollution to airborne toxic chemical releases, are also

related to increased industry and transportation infrastructures (LARSEN, 1993, p. 38). As higher densities occur, the sequencing of daily life's routines will need to be customized. Centralized periods of vacations, holidays and other forms of mass leisure will be less likely to occur.

For instance, as the number of cars on the beltways around Washington, D.C. or the new highways around Shanghai increase, producing permanent gridlock, there will be mass customization of travel patterns. When people go to work (if they go at all), when they shop, vote, or visit the beach, will need to be spread out. Most models of "mass" transit will also require customization since there is increasingly no "center" of work for people to be transported to. "Rush hour" may take place across most of the hours of the day and night. Auto travel will be more highly "guided," both by onboard technology, which directs the driver's travel in real time by voice command, and by software that provides non-real time direction. (HALAL, KULL; LEFFMAN, 1997). "This technology will conserve fuel and save lives, but the pleasure of driving as you know it will be gone" (D'AGNESE, 2000, p. 58). If driving becomes less pleasurable, it may mean fewer discretionary trips are taken.

Those who manage leisure and tourism services will do more to "guide" visitors to their sites and such guidance will become customized for any inquiring visitor. Such customized guidance will be increasingly valuable to the potential visitor, as the logistics of visitation become more complex due to higher volumes of traffic, whether such traffic is automobiles, motor scooters or bicycles or other people movers.

Issues of crowding, traffic congestion, and waiting may increase in importance. The effect of increased density, in combination with an aging population, may mean that the negative effects of increased density are magnified, preventing older people who wish to visit from doing so or making visitation more difficult.

Mass leisure experience will become more likely to produce chaos. In the People's Republic of China, for instance, the establishment of three national holiday periods in May, October and February has led to chaotic conditions for those who wish to travel for pleasure during these periods. There is already talk of customizing these "golden weeks" so the crush of humanity seeking leisure experience will be distributed across the year. (LIU, 2001).

Finally, “From Buenos Aires to Bangkok, dramatic population growth in the world’s major cities-and the sprawl and pollution they bring-threatens natural recreation areas that lay beyond city limits” (BROWN; GARDNER; HALWELL, 1998, p. 46). Access to natural areas for recreation may become more limited or require more money and power to access them.

In sum, most forms of mass activity, including leisure, will be customized to the extent the population increases and becomes more dense and urban. If the whole world flushed the toilet at once.

A Revolution in the Life Course and the Family. Modernity is reshaping the life course and family structure. Many developmental psychologists no longer speak of “life stage,” since the comparatively common stages of life that individuals went through in an industrial economy no longer occur or don’t occur at common ages. Modern nations are also “de-familied, with about one-fifth or more of households having only one person in them and the average household having less than three occupants. In the U.S., almost half of the adult population is not married. Where there is a family, it is likely to be more diverse in form, often the result of divorce and re-marriage or it may be a gay or lesbian family, a multi-ethnic or multi-racial family or a “family” of unrelated individuals. All these trends encourage more customization of leisure behavior

Rapid Aging of the World Population. People are also becoming more different because they are living longer. The average life expectancy in the world is now about 65 years and more than ten years higher than average in modern nations. Germany, together with other western European nations and Japan are the advance guard of the historic demographic changes accompanying the rise of technological societies. If the global economy continues to raise living standards, developing countries will most likely follow the European model to eventual low fertility and large elderly populations. In 2025 those 60 and older will account for 25 percent of the U.S. population, compared with 31 percent in Western Europe.

Increasing levels of Education. Higher levels of education, particularly for women, are occurring in many regions of the world. People with higher levels of education are more likely to become “specialized” in a given form of leisure behavior, moving from the general to the specific within the activity form and, often, from catharsis to

pleasure to meaning in terms of benefits sought. Those with higher education are more likely to participate in most forms of outdoor recreation, sports, high culture, continuing education, reading, tourism, and volunteer activities.

More highly educated people will become more individually distinct in their participation in leisure activity, seeking more information and complexity in the experience. The increasingly diverse mix of education levels of people residing in close proximity will mean that providing mass leisure activities, such as local festivals, will need to be undertaken with multiple strategies.

Revolutionary Changes in the Roles of Women and Men. What it means to be female (and, consequently to be male) is in the middle or beginning of a revolution in every country in the world. One reason for this is simply massive declines in birth rates and increases in longevity. While women in 18th Century Europe, for example, gave birth to an average of eight children, today birth rates are well below two and life expectancy over seventy years. While industrialism was built on specialization of work and other obligated activity, the post-industrial society is producing generalists, who undertake a broader range of activities and roles.

Since poverty and the second class status of women are thought to be the key variables in the world's population explosion, limiting population increase will mean it is necessary for women to obtain more formal education (ASHFORD, 1995; RILEY, 1997). There is a direct correlation between years of formal education a woman attains and the number of children she has (ASHFORD, 1995; RILEY, 1997). As women's years of formal education increase, their leisure interests will become more diverse and specialized.

In many countries, males are already beginning to emerge as the educationally disadvantaged group, compared to females. In knowledge economies, this will change numerous forms of relationships.

There is cultural lag in Americans' perception of the educational attainment and achievements of girls and boys. While the feeling persists that girls are ignored in public school, remain passive, have low self esteem, etc., girls are far higher achievers in public schools than boys and they are more likely to go to college. According to the U.S. Department of Education, girls get better grades in public schools, are slightly more likely to enroll in higher level math and science courses and outnumber boys in student government, honor

societies, school newspapers and debating teams. Girls read more books than boys, outperform them on tests for artistic and musical ability, and are more likely to study abroad. Boys are more likely to be suspended from school, held back, drop out, or be involved in crime, alcohol or drugs. Boys are more than three times more likely to receive a diagnosis of attention deficit hyperactivity disorder. While girls are more likely to attempt suicide, boys are more likely to succeed in killing themselves by a ratio of more than five to one. In 1996 there were 8.4 million women but only 6.7 million men enrolled in college and the projections are that by 2007, women will outnumber men in college even more substantially - 9.2 million women and 6.9 million men (SOMMERS, 2000, p. 29).

The comparative power of women with high levels of education will increase, the wage gap will close or favor women, more joint career decisions will be made which consider women's job prospects first, and the centrality of women as decision-makers will increase in regard to use of free time within families and couples.

Such changes may mean that women's leisure patterns will diversify and their leisure desires will be addressed to a greater extent. When they are not, women will make increasing demands for differentiation of leisure sites and services to meet their interests, and will exert more power in shaping them.

A REVOLUTION IN WORK

Changes in technology have revolutionized work in ways that are revolutionizing the rest of life, customizing every individual's life in the process. When the factory system standardized work in Europe and North America, which was done outside the home in big ugly buildings, public education followed suit. The factory approach to public education resulted in standardized buildings, standardized curricula, standardized textbooks, teacher qualifications, and standardized notions of the truth.

Leisure became more standardized too, from bowling alleys to shopping malls to TV shows, which were watched by over half the households in a country. The scientific management of factory work, including time and motion studies undertaken by Frederick Taylor, carried over into leisure activity such as sport; coaches began to use the same time and motion analysis of athletes and specialization of tasks that Taylor used

for workers (KANIGEL, 1997). Standardized retirement assistance, social security, produced a standardization of the age of retirement - 65, in Germany first and later in many countries.

Work is going through a revolution, stomping the anthill and changing the rest of life. The notion that a “job” is a fixed bundle of tasks is disappearing (BRIDGES, 1994). “Jobs” are moving targets, demanding continuous learning and change on the part of the worker. More people work part-time, work at home, have no designated place to work, or combine work with college, raising children, or retirement. Workers who work during daylight hours on weekdays may become the minority.

The largest employer in the U.S. is Manpower, Inc. a temporary-staffing firm, and 1/5 of Manpower’s clients are highly skilled professionals in temporary positions. By some estimates as much as one-half of the U.S. workforce will be contingent workers within the next five years (SASSEN, 2002). Such changes affect even Japan, where the notion of lifetime employment has largely disappeared. “The geographic same-time-same-place workplace is being replaced by anytime-anywhere-workspaces.” (BOYETT, 2001).

Work will intrude into every aspect of life including leisure, and leisure will intrude into work “The barrier that since the 1800s has separated work and the rest of life is being shattered” (BOYETT, 2001, p. 5). The “home” will often be where work is done, as it was prior to the Industrial revolution. Leisure behavior will be customized to reflect such changes. Among some of the major impacts will be: less distinction between weekday and weekend in terms of leisure activity. Already, the majority of hours of “free time” occur during weekdays in many modern nations and this trend may intensify (ROBINSON; GODBEY, 1999).

There is also less adherence to the daily industrial pattern of breakfast at home, travel to work, lunch at work, work all afternoon, travel home dinner at home, evening at home on weekdays and outside the home on weekends. The “24/7” economy has also produced “24/7” leisure activity.

As more workers telecommute or use satellite offices, cities no longer will be the center of commerce. Cities in developed nations will atrophy or re-create themselves

at centers of leisure, culture, tourism, and entertainment. Simultaneously, cities in developing nations will become more critical and the migration from rural to urban to suburban to small town will continue and intensify.

A REVOLUTION IN THE BASES OF MODERN ECONOMIES - POST CAPITALIST ECONOMIES OF KNOWLEDGE AND EXPERIENCE

In most countries and even within individual cities, a mosaic of economies exists along side each other: from hunter-gatherer to agriculture to mercantilism and trade to industrialism to services to a knowledge and experience economy. The most modern economies are “post-Capitalist.” That is, the ultimately basis of wealth is not capital but rather knowledge and the application of knowledge to produce profit. (DRUCKER, 1993).

While part of the new economy may be described as a “knowledge” economy, another increasingly important part of the new economy is the offering of memorable experiences:

When a person buys a service, he purchases a set of intangible activities carried out on his behalf. But when he buys an experience, he pays to spend time enjoying a series of memorable events that a company stages—as in a theatrical play - to engage him in a personal way. (PINE; GILMORE, 1999, p. 2)

Such experiences are as distinct from services as services are from products. The emergence of an experience economy may progress as follows:

In the emerging experience economy, the experiential component of a product or service is increasingly the basis of profit. “Just as people have cut back on goods to spend more money on services, now they also scrutinize the time and money they spend on services to make way for the more memorable - and more highly valued -experiences” (PINE; GILMORE, p.12).

	Commodities	Goods	Services	Experiences
Economy	Agrarian	Industrial	Service	Experience
Economic Function	Extract	Make	Deliver	Stage
Nature of Offering	Fungible	Tangible	Intangible	Memorable
Key Attribute	Natural	Standardized	Customized	Personal

Method of Supply	Stored in bulk	Inventoried	Delivered	Revealed
Seller	Trader	Manufacturer	Provider	Stager
Buyer	Market	User	Client	Guest
Factors of	Characteristics	Features	Benefits	Sensations

Table 1 - The Experience Economy

Source: Pine and Gilmore -The Experience Economy, 1999, p. 6.

Experiences are not synonymous with entertainment but rather with engaging the guest. While many experiences are entertainment, experiences may also be educational, escapist or esthetic in nature.

As the experience economy grows, many managers of leisure and tourism sites will find that the issue will be less of managing people and natural resources than of managing “meaning.” What does this site mean? What is worth doing, seeing, hearing, tasting, touching, smelling, feeling and ultimately remembering? Those who seek to consume “experiences” in their leisure will exist side by side with those who seek to consume material goods. The desire for memorable experience will both make diversity of environment and culture more valuable while simultaneously threatening it, as those seeking memorable experience want to swim with dolphins, visit the South Pole or spend the night in a bamboo forest.

A REVOLUTION OF NETWORKED ECONOMIES AND GLOBALIZATION

As every nation moves toward an economy that is networked by computers and globalized, the provision of leisure and tourism services will change how they operate in numerous ways, customizing services based on increasing levels of information about customers. The characteristics of a networked economy, as described by Kelly (1996, p. 200-201) include numerous implications for the delivery of leisure and tourism services:

- Distributed cores—the boundaries of a company blur to obscurity. Many tasks are jobbed out. Where the visitor base and organizational concerns of a country’s national park system exist, for instance, will become more diverse and uncertain. It may have an increased virtual presence or staff involved in promotion in other parts of the world. The interests of the organization will transcend place.

- Adaptive technologies—If you are not in real time you are dead. A resort or theme park's information base must change in real time. Attendance, environmental conditions, staff performance, visitor satisfaction, etc. will increasingly be monitored in real time and changes made almost instantly based on such assessment. Annual attendance reports and environmental reports may have less meaning due to constant monitored.
- Flex manufacturing—smaller number of items can be produced in smaller time periods with smaller equipment. Will some historic interpretive programs be created in smaller and smaller batches for just in time delivery for more customized groups of visitors (and non-visitors)? Will customized audio tours be created and recreated in response to differing interests, lifestyles and languages of specific groups of visitors—or each visitor?
- Mass customization—individually customized products and services produced on a mass scale. All aspects of dealing with leisure service customers or tourists will be customized at a mass level. If you wish to visit a site with someone who has Alzheimer's disease, customized plans for your visit will be developed, if you don't speak the dominant language, don't eat meat, can't walk, are a Civil War re-enactor or have five children with you, visitation will be increasing customized to meet your needs and interests.
- Industrial ecology—closed loop, no waste, zero pollution manufacturing. Major companies involved in leisure services will increasingly seek to function as a zero pollution organization, showing environmental leadership in how they use fuel, electricity, how they recycles waste.
- Global accounting—even small businesses become global in perspective. The revenue generation of many leisure service organizations will become increasingly international. Even local level tourist promotion will take place in other countries.
- Co-evolved customers—customers are trained and educated by the company, and then the company is trained and educated by the customer. Leisure service organizations will increasingly seek to “train” visitors in terms of how they should visit sites. In turn, visitors will “train” staff in terms of what they seek and the meaning of visitation to them.
- Knowledge based, networked data—networked data makes any job faster, better easier. The issue becomes not so much how to do a job but what job do you do? The biggest issue for those in leisure services will be what task should be undertaken.

- Free bandwidth—you can send anyone anything at anytime. Selecting what not to connect to is the key. How to cut down communication will become a major issue. How to avoid communication will become increasingly critical.
- Increasing returns—adding customers to a networked system increases the value of a company faster than the number of customers added to it. Visitors to any leisure service will increasingly be communicated with as a network.
- Digital money—digital cash replaces batch made paper money. All accounts become real time. Leisure service organizations will increasingly operate in a cashless system, perhaps issuing its own currency for visitors.

In combination, then, a networked economy re-shapes not only when leisure takes place but also how organizations that provide leisure and tourism services function to customize experience.

THE IMPACT OF GLOBALIZATION

Globalization of commerce has brought with it increasingly differentiated conditions both among countries and within countries. It is also an engine that drives immigration at a startling rate. The top fifth of the world's people now have 86 percent of the gross domestic product and the bottom fifth about one percent (UN Development Report, 1999 cited by MITCHELL, 2002). As Northern nations have increasingly pressured southern nations to open their economies to foreign trade and investment, about 20 percent of southern residents have increased their wealth but 80 percent have become poorer (SASSEN, 2002). Overall, southern nations have become poorer. "That gives southern nations less and less incentive to manage legal and illegal immigration. The north's emphasis on competitiveness drives southern nations to cut health, education and social budgets, hampering development and further fueling legitimate and unsanctioned emigration. It is a vicious cycle" (SASSEN, 2002, p. 2).

This process also makes it certain that "terrorism" and low-intensity wars will become the ways of fighting for the "have nots" against the "haves." The line between crime and war is disappearing and, as that happens, low-intensity conflicts of attrition

will largely replace wars fought from traditional strategies. According to military expert Martin Van Crevald (1991) “The spread of sporadic small-scale war will cause regular armed forces themselves to change form, shrink in size, and wither away. As they do, much of the day-to-day burden of defending society against the threat of low-intensity conflict will be transferred to the booming security business. . .” (VAN CREVALD, 1991, p. 97). Terrorism as a long-term condition of life will make leisure and especially tourism behavior more deliberate and more subject to sudden change. It may also mean that assurances of safety, predictability and isolation from the increasing conflict between haves and have nots will be more appealing.

While globalization will bring sameness to some parts of life—“McDonaldization,” in many other ways it will further customize life. While Federal governments may seek to “harmonize” currencies, policies and procedures, leisure behavior becomes more diverse. Even the celebration of holidays becomes customized: as political or religious-based holidays become factionalized. Ramadon, Cinco de Mayo or “Chinese” New Year celebrations may occur in San Diego, London or Jakarta.

Multipolar and Multicivilizational Politics and Power

Globalization takes place in a post-cold war era in which “Power is shifting from the long predominant West to non-Western civilizations” (HUNTINGTON, 1996, p. 29). Global politics have become multi-polar and multicivilizational. Today, the most important countries in the world come from civilizations that are vastly different civilizations, and “modernization” of such countries does not mean that they will “Westernize.” While, during the last 400 years, relations among civilizations “consisted of the subordination of other societies to Western civilization...” (HUNTINGTON, 1996, p. 51), this pattern has been broken.

The West won the world not by the superiority of its ideas or values or religion (to which few members of other civilizations are converted), but rather by its superiority in applying organized violence. Westerns often forget this fact; non-Westerners do not (HUNTINGTON, 1996, p. 51).

While it is often assumed that English has become the international unifying language, the percentage of the world’s people who speak English is declining, constituting

about 7.6% of the world’s population. Indeed, all Western languages in combination are spoken about only about one out of five people in the world.

In terms of religion, Christianity accounts for slightly less than 30% of the world’s people. Islam, which accounts for a bit less than 20% of the world’s population, will continue to increase in numbers since “[...] Christianity spreads primarily by conversion, Islam by conversion and reproduction” (HUNTINGTON, 1996, p. 65). The ways in which various religions react to globalization will be diverse and unpredictable. Additionally, the share of the world’s population under the political control of various civilizations will shift so that the long dominant “West” will account for only about 10% of the world’s citizens. (See Table 2).

All these trends mean that the power to shape leisure, popular culture, sport, tourism, hobbies, crafts, mass media, outdoor recreation and a variety of other behavioral forms related to leisure will be diversified. While global communication networks will show models of leisure from every country, culture and civilization, it will be increasingly difficult to judge which ideas will succeed.

1900 and 2025.

	Western	African	Sinic	Hindu	Islamic	Japanese	Latin	Orthodox	Other
1900	44.3	0.4	19.3	0.3	4.2	3.5	3.2	8.5	16.3
2025	10.1	14.4	21.0	16.9	19.2	1.5	9.2	4.9	2.8

Table 2 - Shares of World Population under the Political Control of Civilizations: Adapted from, HUNTINGTON (1996, p. 85)

REVOLUTIONARY CHANGES IN ENVIRONMENT.

Perhaps **the most important revolution** taking place is the transformation of the environment of the planet in ways that have no historical precedent. Such change includes the mass extinction of animal life and plant life at a rate and magnitude unknown in human history. Additionally:

We have driven atmospheric carbon dioxide to the highest levels in at least two hundred thousand years, unbalanced the nitrogen cycle, and contributed to a global warming that will ultimately be bad news everywhere. (Wilson, 2002, P. 23.)

A combination of exponentially rising consumption and increasing population mean that: “In short, earth has lost its ability to regenerate—unless global consumption is reduced, or global production is increased, or both” (P. 27). Any birth rate above about 2.1 means that, eventually, the weight of humans will be more than the weight of the planet. It is therefore the developing nations who will, in many senses, control the world’s future. Since poverty and the second-class status of women are largely responsible for the plague of human population growth, the chances for human survival, even in the short run, are linked to the elimination of poverty and changes in the rights, education and life chances of women in most nations.

Environmentally, we are entering an unprecedented era. The cost of natural disasters in 1998 alone, for instance, exceeds the cost for the entire previous decade. Although the causes remain disputed, the fact is that sea level rise in the 20th Century was double the rate of the 19th century. While the rising water levels will have differential effects on the coastlines and shorelines of the world, much of the shoreline of the world will be changed, sweeping many island nations under water in the process. Bangladesh, for example, may suffer a catastrophe.

There is complete certainty that stratospheric ozone depletion will increase the amount of harmful ultraviolet radiation reaching the surface, while there is high certainty that global warming will increase average temperature and raise sea level. It is less certain, but still likely, that extreme weather and climate events (e.g., intense rain and snowstorms, floods, and droughts) will increase. (FISHER et al., 2000).

Environmental change will customize leisure behavior everywhere. Many beaches will disappear, “tourist seasons” change and customize, extreme weather events cancel or interfere with more planned events, attitudes toward exposure to sunlight become dialectic, and environmental degradation will render some leisure environments uninhabitable or more highly regulated.

A REVOLUTION IN URBAN AREAS

Nucleated cities emerged in the nineteenth century where industrialization occurred. They had a well defined commercial area, known as downtown, Industry was lined up along the railroad tracks and residential areas were arrayed around the edges and segregated along lines of income, ethnicity and race. . (LEWIS, 1995).

These cities were replaced by emerging “galactic” cities, as the automobile became the primary means of transport. Rather than think of this as urban sprawl, Lewis (1995) contends this is a new kind of city.

Characteristics of the galactic city.

- Internal transportation system made up of interstate and limited access highways.
- A considerable degree of internal commercial clustering, usually at the intersections of main arterial highways.
- An industrial clustering which is no longer based on manufacturing but more on high tech and services or clean industry. Industrial parks.
- Residential areas which are highly consumptive of space. Single houses with lawns and garages.

Galactic cities help ensure that travel by automobile dominates. Walking is often useless to get anywhere. Public transportation is sometimes ineffective because the city has no center.

While not all the cities of the world are becoming “galactic,” many are. Such urban patterns insure customization of daily life, transportation, work arrangement and of leisure. The automobile (along with motorscooters and other individual people movers), is the ultimate customizer of travel and, therefore, of daily life. It can carry one person on a customized travel pattern. Innovation in urban “mass” transportation will seek to mimic the automobile in terms of allowing the individual to undertake customized travel patterns

A REVOLUTION IN THE MASS CUSTOMIZATION OF PRODUCTS AND SERVICES

In the 21st Century, technological change is being organized around biological models and biology operates on the principle that difference is better. (KELLY, 1994). The revolution in how work is done is producing a revolution in what work provides: mass customized services based on greatly expanded information about the client or

customer. Medicine, for instance, is beginning to be custom made, taking the patient's medical history and physical condition into account. (ANDERSON, 1997).

Some organizations are beginning to prepare for this mass customization. Other organizations and institutions, such as public schools, will follow. Not only will each public school customize pace, duration and sequence of learning but each student will attend and learn in unique time patterns, based on their needs and those of their parent or parents. As public schools customize their schedules on an individual basis, the leisure and play of children and youth will follow more diverse patterns, often customized at the household level.

While every living thing has its own unique sense of time, the ideal of the industrial society was to treat people **equally** and regiment them to common time patterns. The ideal will now become be to treat people **appropriately** - and that means to have sufficient information about them to recognize their unique needs with regard to time (GOLDMAN, NAGEL, PREISS, 1995). Daily life will be re-organized with time patterns and schedules that vary for every single person. Treating people equally makes no sense in a de-centralized society since we are not interchangeable parts. Treating people appropriately will make more sense, as we become even more diverse. The provision or leisure and tourism will be re-shaped by this fundamental shift in human relations.

CONCLUSIONS

I come back to where I have never been
W. S. Merwin

What can be concluded from the previous? That reality is a moving target? That leisure and its use, which historically is defined and re-defined by technological innovation and changes in the economy and in the processes of work, may undergo a series of continuing rapid transformations? Perhaps the most important transformation is that the customization of leisure experience will mirror the customization and diversification of work and daily life. For many, the seamless web of Post-Modern life will render distinctions between work and leisure almost meaningless. For others, often living in

close proximity, culture, religion, and ethnicity will define leisure and its appropriate use. The customization of leisure will mirror the customization of reality.

The ants have run from their stomped hill—running in different directions at different speeds. Where they are going is not clear.

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Artigo recebido em 12 de fevereiro de 2011

Aprovado para publicação em 28 de março de 2011