The Damages of Liberal Marketing Myopia

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Abstract

In the academy and business of knowledge creation and diffusion, the marketing academics fell into Levitt (1960) trap described as Marketing Myopia, which means the company focuses more on their products instead of understanding the customer needs. This review paper’s purpose is to evaluate the marketing academic practices to recognize what precisely they preach. Does Marketing Myopia orient really create confusion and collapse of industries as the main business field of knowledge generation and dissemination? In the methodology, design, and approach, the paper evaluates critically the epistemology of marketing myopia literature emphasizes the performance of marketing knowledge in the production and industry field. Hence, the paper finds whether the knowledge of marketing science can be regarded as valid. Unfortunately, Marketing academicians have turned myopic to understand what marketing knowledge is all about, as they feel it has become a production-oriented, having the objective to produce the optimum. Certainly, there is an urgent need to drive action research, using practitioner tools underlining marketing facts. Hence, this paper tries to investigate the theory of marketing with critically observing its validity, scope, and methods and highlights every aspect of marketing academic literature.

It is concluded that industries and companies hold a myopic view and attitude concerning their business, mainly because of the fact that they assume many things, ignorant of the market changing trends and hence oblivious of future tendencies of their own resources. Therefore, they should alter their attitude to bring strategic changes to improve business for success.

Keywords: Marketing, Myopia, Epistemology, Academic Library, Customer satisfaction, information, knowledge Generation, dissemination, Marketing Myopia Empty Field

1. Introduction

Marketing Myopia Empty Field has been a path taken by the marketing manager to avoid common yet destructive mistakes. The concept is used as a marketing title initiated in the form of a marketing article by the newspaper editor, Theodore Levitt (1925-2006), (Levitt, 2004). His editorial was published in the Harvard Business Journal in 1960. Marketing Myopia clarifies that any business can perform better eventually if they focus on engaging customers’ needs instead of simply selling products.
Many progressing industries are driven by the riding growth wave with high enthusiasm and remain in the shade of decline. Many seasoned growth industries stop growing further. In all these cases, the growth prospects are slowed, threatened, or stopped, not due to the saturation of the market, but because of the management failure to use resources appropriately, control and direct manpower and marketing functions competently, and fail to control the declining situation (Wiener et al., 2018).

**Marketing Myopia**

Marketing Myopia is called a short-sighted business approach, the inward-looking tendency to marketing that focuses on the company needs rather than defining the company goals and meeting the company objectives in terms of the customer base necessities for their satisfaction. Such companies fail to distinguish and adjust the rapid market changes. Eventually, these companies get fascinated by the sales increase, but get trapped in such situations, as they fail to realize the basic concept of company marketing, "In what business we are?" (Smith, et al., 2010).

The marketing myopia really hits the consumer severely when they observe the release of a new product. However, the company should avoid marketing myopia, and think further regarding the extended scopes and plans. Levitt postulated that the myopic culture paves the way for any business to plunge, because of the short-sighted tendency, illusion, and mindset, when the company is growing. This belief of thinking progress directs to loss of sight and complacency, and that fails to understand what precisely the customer needs. They have the inclination to converge on the original product more, declining to understand the wants and needs of consumers. For the constant growth, the companies should act and ascertain to meet the desires and needs of customers as a primary goal, instead of banking on their presumptive product longevity. Due to this, the reason for the growth is slow, threatened, or stopped (Wiener et al., 2018).

**1.1 Recent Marketing Myopia Concept**

The recent concept of Marketing Myopia happens when marketing companies fail to take a wider societal context business decision and wrap up with catastrophic
consequences for the society and their organization. They derive due to three phenomena; (1) a single approach customer focus, instead of stakeholders; (2) follow highly narrow views about the customers and their requirements; (3) failing to evaluate the change and advancement of societal business needs, that demands to address several stakeholders. In the “recent marketing myopia,” the customers are the focal reason for consideration, similar in conventional “marketing myopia”. But, due to academic developments, the phenomena of the “recent marketing myopia” indicates that the companies must recognize the viewpoints of other stakeholders, who can be the customers sometimes (Smith, Drumwright & Gentile, 2010).

The researchers emphasized that due to the initiation and publication of marketing myopia concept, the progressive movement of marketing commenced. Certain marketing organizations carry a narrow and restricted understanding of the real business purpose and the value, hence, they fail to recognize the theme and re-examine the corporate vision so as to redefine the market situation in a wider perspective. The successful impact as stated by Levitt must be realistic and practical. Sometimes, Organizations miss opportunities to take a wider view. In one oil company, as an example, they redefined the business activities as energy instead of petroleum. At the same time, the Royal Dutch Shell Company carried its investment course in the nuclear power segment, and that failed to establish further caution for its manufacturing establishment.

![Figure 02: The core marketing concepts are neglected by Marketing Myopia](image)

It is also known as business shortsightedness because they fail to predict the future accurately. This becomes a legitimate issue, as the real techniques of business predictions should be accurately estimated and measured, evaluating the future circumstances and events (Nenonen & Storbacka, 2016).

2. **Statement of the research problem**
As per the theory, marketers need to properly understand the prevailing conditions and prerequisites of marketing. Thereafter, make an attempt to modify the products of the industry or organization based on intensive research. Maybe, this kind of approach challenges and contradicts the conventional marketing methods in which the industry potential to design, develop and manufacture products are usually provided more significance over crafting and producing products, which can accomplish and cope with the prevailing market situations. For instance, “if the management can produce products that are recommended by the customers rather than producing them because the design of their own product is available, they would have made more profits.” (Daunt & Dominique, 2015).

This basic question along with underlying explanation can make it a significant case study and provide the basic concept and a correct solution to answer Marketing Myopia. This is because huge financial resources and good manpower are needed to be invested in manufacturing any product. However, in the middle-of-the-road, only a few projects become successful and eventually make money. But, if the industry produces the products, concentrating more on the products suggested by the customers, how the industry will position in the profitability and success aspects? (Dennis, 2009).

Even though it sounds strange, it remains true that the industry should show more potential to be successful and make profits by investing in and using the right kind and amount of available raw materials and resources into their manufacturing process. If they conduct enough studies based on the marketing and economic feasibility reports available prior to manufacturing, these statements will prove correct. However, if the studies are conducted after manufacturing products based on their own concepts, it may not serve the needs of customers and hence result in failure. The immaculate ways of conducting the business plan, feasibility report and catering to the needs of a wider customer base must be the right way of commencing the industry by catering to the need of the correct market (Moller & Halinen, 2000).

Therefore, the industry should constantly look for finding the correct answer to questions like, What are the best ways to cater to the global market has a large consumer base? How to make marketing strategies that will adapt to such a scenario? How to strike a perfect balance between the demand and supply formula that complement one another? (Kate, Daunt, & Lloyd, 2014).

3. Significance of the Study

Marketing Myopia concept existed for many decades. It clearly specified the narrow and confined application and focal point of the top management perception and notion in the organizational planning and development functions. However, it has great relevance in the prevailing business world. This is because, several entrepreneurs and industries, while commencing their planning activities, should take note of their business plans considering the future business and marketing and ensure that they do not get caught in the confinement of Marketing Myopia. In effect, any organization should commence and perceive the manufacturing objectives and goals that will make customers satisfied with their products and services so that they will come back to continue their business further. The organizational planning and development functions should make effective collaborative efforts as the responsibility in every case, and the responsibility lies with the top management and specifically, the CEO must create a conducive and favorable environment to reflect this mission. He should be completely
aware of the problems of "marketing myopia," and understanding the complexity to meet all the consumer-needs by generating a conducive approach to justify marketing and management activities (Kate, Daunt, & Lloyd, 2012).

4. The fundamental ideology

This theory is to widen the management vision from the product concept level to the industry ideology-based, in other words, to the further generic level. For that matter, the ideology was well defined and blended in the manufacturing and industry segments and eventually they understood that they were misled and driven away from the stipulated vision, that to serve the needs of customers will help and guide them in the future. Everything may not go as decided and planned, but the industry can build the activities based on the stipulated logic, and this will certainly impact the right kind of foundation to thrive in business in the future and the long run (November 2007).

5. Study Objectives

In brief, the theory of Marketing Myopia suggests:
1. To understand whether the organization’s intention is consumer-focused, and customer-centric to meet customer satisfaction level;
2. To find whether the organizations are in a position to manage and control product specifications to meet customer needs, evaluate and comprehend customer desires;
3. To assess whether the organizations frequently conduct marketing research, implement changes, and create marketing strategies, based on the feedback from consumers (November 2007).

6. Review of the Literature

In all probability converse (1945) had initiated and started probing the concept of marketing epistemological, even though his writing style was simple to consider it a philosophy. However, it was a benchmark to start marketing as science, knowledge and to implicitly deal with the question and the concept of the epistemology of marketing.

Theodore Levitt, in August 1960, initiated the “Marketing Myopia” theory when he observed most of the industries were on the growth path. But a few of them were too flattered with growing enthusiasm and landed in the situation too much in the specter of decline. Other matured industries also stopped progressing. The growth prospects were threatened in each case, by slowing down the production or stopped the industry completely. This was not because of the saturation of the product market, but due to the management failed to cope up with the objectives a mission of the industry. Thereafter, Buzzell (1963) supported by Davis (1971) brought together an accurate and succinct phrase of marketing standards, as a classified and the systematic essence of knowledge; and organized some other central theories to express in quantitative terms; Hunt, (1983) explained the central marketing theory and set out to locate a scientific and careful approach to marketing. It clearly emphasizes that the business can do better eventually only when the management focus on meeting customer needs instead of simply selling products. Brown (1996) started a debate on whether marketing is a science or not, if not specifically epistemological, but clarified that it has epistemological inferences.
The subsequent remarkable epistemological development and expression was shown by several authors like Freese, (1980); Campbell, (1990), Hubbard & Vetter, (1996), without the statistical study validity.

Kavanagh (1994) gave an exceptional summary of knowledge from a marketing perspective in their debate. In the 1994 special conference held at Wharton, the marketing objectives were provided by Bass & Wind, (1995) with substantive and generalized findings of marketing. Thereon, Meyer & Johnson, (1995) made the most supportive statement the marketing functions describing the consumer integrating attributes as the multiplicative and multi-linear brand.

Johnson et al., (1999) explained considerable ideas of thinkers’ epistemology providing the initial point of philosophical foundation, marketing knowledge, and perspective, specifically the nature of marketing in academic journals and publishing.

In the recent marketing academic studies and literature Svensson & Wood, (2006) fostered this marketing myopia concept. Wierenga (2002) adopted the definition of marketing knowledge, marketing principles and laws; marketing science; and empirical generalizations.

They grouped their findings into five categories, (1) Practitioner knowledge; (2) Declarative knowledge; (3) Roles played by marketing staff and management; (4) Their skills to promote products; and (5) Their attitude. These all bring the fundamental importance to (I) Their knowledge of customers; (II) knowledge of products; (III) knowledge of competitors; (IV) knowledge of standard marketing services normally used by the company; (V) knowledge of procedures, terminology and systems used; (VI) knowledge of prevailing issues; and (VII) knowledge of people in the community and the region (Douglas, 2002).

7. **Belief in the growth of the industry**

Marketing is a disciplined process of transformation from skill and art practiced by professionals with a good theoretical foundation. There is nothing like a growth industry. Only special about companies is that they are well organized, structured and systematically operated to generate and capitalize on possible growth opportunities. Four self-deceiving conditions of such cycle are:

1. The conviction that the company growth is poised and secure simply by expanding the company with better and affluent people;
2. The understanding that the competitive substitute does not exist and there is no competition for the industrial products they produce and market;
3. They carry an excessive belief in a large scale production and have the advantage of a quicker reduction in the unit cost of their product when the output is increased;
4. They are highly preoccupied with their company products that control their progress and avoid improvements, scientific experimentation, and investigate the ways to reduce manufacturing cost (Baker & Hart, 2016). Refer Figure 3: Method to use for Driving Customer Lifetime Value (Nenonen & Storbacka, 2016).
7.1 Why the company management fails

Each major product manufacturing industry was sometimes on a growth path. However, if they ride on the growth path wave with excessive enthusiasm, it can be considered that they are in the process diverted towards the possibility of decline. Even some of them think of their industry is on a high growth path, captured the market and now appear to be the most established and seasoned industrial growth, have, in fact, stopped the progress. In each situation, the reason for the stoppage of growth slowed of progress, or sudden collapse, may not necessarily due to the market saturated. But, it is because of management failure (Cook & Yurchisin, 2017). The railroads never stopped growing, but they stopped getting enough freight transportation and passenger transportation. The traffic was constantly growing, but people preferred to travel by airplanes, trucks, buses, and cars. Due to this, the railroad transport was in trouble because they considered and predicted themselves to be in the business of the railroad instead of the transportation business. They allowed other modes of transportation to take away their regular customers, the reason being that they did not define their transportation mode and industry correctly, and called themselves railway oriented, instead of transportation oriented; the marketing myopia that clearly defines that the product, industry, transportation should be customer-oriented (Hopper, 2014).

7.2 The Population Myth

Levitt had also argued that the rising tide is bound to lift all boats, and this basic symptom and the warning sign of lazy managerial attitude and behavior. Today, the ever-growing market, he says, will compel all the manufacturers to think hard, and strategically to be more imaginative and creative. In case the thinking and assessment provide an intellectual reaction to any problem, in that case, the absence of any problem
can lead to the deficiency of thinking. When the company has the products perfectly applicable to the expanding market, then the management will not think much about how to expand the activities. In effect, companies usually practice perpetual ignorance of the life cycle adaptation. The added competition to products naturally acts primarily to add improvements and incremental features to the established product so as to improve design and quality (Thilo Pfrang, 2015).

7.3 The Indispensability Myth

The standard belief that the competitive substitute is caused by a confined explanation of similar product lines, not different products, but the industry provides a very similar purpose: railroads for transportation; gasoline for energy; PC for productivity. This kind of thinking has two consequences: firstly, similar to population myth, the organization resources should be specifically directed to make improvements, upgrading, and perfection in the industrial core products. Secondly, the consequences are too profound and reflective, wherein, no resources to be directed or driven to displace core products. In case the company research fails to discard the product and make it obsolete, someone else will do it, says Levitt. It is astonishing that such a message is not clear to many industrialists, fails to convey the significance clearly and goes down on deaf ears!, resulting in complacent attitude, which turns defensive immediately when similar disruptive produce arrives from unexpected competitors (Skinner, et al., 2018).

7.4 Production Solves All Myths

The earlier two explanations compel to drive and increase the production quantity and to reduce the unit cost to make higher profits. Hence, the study, research make considerable efforts to focus on the ways to apply new and innovative technology to improve the prevailing products, leading to extra investment in such a status quo position (Culiberg, 2018).

It further leads to additional inventory, driving extra efforts to market and sell products. In this connection, Levitt quickly pointed out that selling and marketing are two different things. In reality, it is an effort to drive and unload all the products so produced in a quick possible manner, when the marketing efforts are neglected. He maintains that selling products are the industry-centric act, whereas marketing is completely customer-related and customer-focused activities (Wachter et al., 2012).

The final result of such focused production and quick sales clearly shows that the product design fails completely to adapt and meet the frequently changing product pattern and model as needed by consumers, as per their tastes, to meet their modified and innovative what marketing institution and their techniques can do and practice. The product development in such a competing industry has to be a complementary industry to make changes as per customer flavors. When the industry is more focused on their specific products, they fail to observe what can make them obsolete (Škapa, 2012).

7.5 The constant R&D Propagates Success Myth

It is really at the root of and acts as the fundamental challenge of their new strategies, which specifies that the company can become successful only by selling products of customer choice, which are technically superior, or the company should make efforts to make them more superior technically. This will compel the management to come close to their dream thinking field, only then, buyers will be attracted to purchase them. Therefore, constant growth in the industry is continuous product
innovation, improvement, and advancement process. The incremental improvement of products is the completely defensive attitude of the industry related to their competition (Vargo, 2009).

However, which element is missing from all the above conditions? Valuable Customers!

The industries constantly opting for product development and improvement using new technology always have a technology-derived and technical line of thinking management, and they normally do not come in direct contact with their customers. For such classes of people, Levitt uses different words, in his business writing. He explains that customers remain most fickle, stubborn, unpredictable, variable, short-sighted, somewhat stupid, and most bothersome.

However, he says, every industry starts with the customer related issues, products to fulfill their needs, not by using patents, raw materials, or applying their selling skills.

Marketing Myopia can be explained in four steps:
1. Success is derived by constantly developing and promoting customer values and for their satisfaction;
2. Customers will never purchase products, they need to purchase solutions; this is mentioned by Levitt in “jobs to be done” in his “school of thoughts”. His normal explanation was that “people will never ask for a quarter-inch size drill, but they mean to say that they are interested in making a quarter-inch size of the hole”;
3. Therefore, it is essential to stay constantly in touch with the market situation, condition and trend for happy survival. However, such type of survival need not be their lofty goal;
4. So to say, the great leaders sense the rising success and achievement of their commercial and business mastery, and hence, carry the visceral feelings of entrepreneurial magnitude.

The prime mistakes such industries make is by remaining product and service-oriented, whereas, they should be always customer-oriented. To drive the growth wagon constantly and keep it rolling, they must regularly alter their product quality and service methods by improving as per the customer and market needs (Lars Johan Age, 2014).

7.6 Fateful Intention

The industry works to satisfy customers, not simply producing goods. All the business houses will be in a better position with constant growth if they focus on engaging customer needs instead of simply focusing on production, their by applying product selling techniques (Darley & Blankson, 2008).

7.7 Analysis Error

The constant error the management makes is to believe that the particular product and service is the main reason for the growth of the industry and not the entire activities of the industry. For the ultimate sustenance and further constant growth of the industry, the marketing segment should meet all the needs of customers with proper market orientation. Therefore, the ultimate motto and intention are to fulfill and comply with customer needs all the time, with proper customer service (Brian, 2007).

8. The research, study and related Formula of Marketing Myopia

This explores the behavior of entrepreneurs, businessmen, taking as a case study, to meet research objectives, formats, by collecting information from several respondents.
Such data were collected by personal interaction by the researcher. The collected data used a scientific method to understand the problems of marketing myopia concerning Indian classical vintage cars to make it understand better. The Ambassador cars commenced their production in India in 1958. The HM- Hindustan Motors introduced Morris Oxford, the classic Indian version of Ambassador Cars, and thereafter, for 30 years, the Ambassador became the ruler of the Indian roads. During that period, two main cars, Premier Padmini and Ambassador captured the Indian market, when matters like lack of capital, licensing, and unfavorable economic policies created havoc with market situation and benefits from a healthful Duopoly. In 1983, they witnessed a new era for a remarkable car market. At that time, Maruti Udyog Ltd appeared in the car market with its impressive Maruti 800, a brand new model. Finally, the Ambassador car company lost its sheen, its Numero UNO place to Maruti. The main target audience of Ambassador was based on the family segment, which was the largest segment, and finally, that segment embraced Maruti cars. Thereon, Ambassador got stumbled to be a trivial player within a short time. The Indian government was the major customer of Ambassador buying almost 18% Ambassador brand every year. Until 2002, the Prime Ministers also used Ambassador Cars. Shortly thereafter, the Hindustan Motor Company lost interest with a considerable drop in government orders. For almost 40 years, the company did not take customers seriously. This was the main reason for the brand failure, while they focused on various issues concerning the product and its cost only. The company never changed or learned with time. Between 1958 and 2000, they made very few changes to the model, by three main upgrades like Mark II, III and IV without considerable value addition, in grades. The vehicle appeared like a four-wheeler rock with architectural and design changes. The Ambassador car industry is simply an example to illustrate the results of the Myopia concept and what kind of damages marketing myopia can create. The only changes Ambassador car industry made was incorporating the car with 1800 cc Isuzu engine. This aspect managed to augment sales to a certain extent. But such euphoria was temporary when HM was not able to make revolutionary product transformation. The onset of modern cars in the market turned Ambassador and Fiat brands stale. They also failed to rationalize the car prices, thinking that reducing prices is a clear indication of reducing quality. Even by the year, 2012 Ambassador was costing nearly INR 5,50,000, at which price one can buy a grand Tata Indigo sedan car. As per the report, the HM company had obtained complete depreciation in the year 2000. However, they did not realize to pass that cost reduction to their customers. They could have been competitive provided they understood and accomplished customer needs to stay in the competition. By the launch of Indica, the Ambassador car, taxi market, which was the mainstay car brand, got the final blow. Also, their unique diesel car selling proposition was lost due to sagging sales. Even after HM launched Avigo cars in 2004, they had a meager response from their previous customers. The Indian automobile buyers have a vast choice today; the competition was swelling with new and better models coming out of the showroom each day. In the value scheme domain, the Ambassador car does not appear in the consumer radar, due to their outdated model and appearance. In fact, HM did not think of investing their surplus amount to raise the brand value and meet the customers’ latest needs. Hence, their all doors were closed to market cars.

The HM Ambassador car failure is the main purpose of this study. They were at the top of the market position, and their gradual collapse is mainly due to a puzzling situation their management and equally responsible executives for it. They never cared
to visualize the market trends, analyze customer needs and likings, and failed to deal with broad policies, aims and objectives (Ballantyne & Aitken, 2007).

Similarly, the railways and railroads did not stop growing due to the growing needs of freight transportation and passengers. But their scope to meet customer demand declined. Today, the railroads are facing problems because their capacity for transportation is met by other sources like trucks, cars, airplanes, and also by telephones, which should have been managed by railroads entirely. They are completely responsible to divert their customers away from their position. They assumed that they are in the railroad business instead of meeting the needs of the transportation of customers and goods. They failed to define their industry wrongly. Their thinking was that their operational activities and business was railroaded-oriented rather than transportation-oriented (Wright, Jayawardhena & Dennis, 2008).

These are the obvious examples of many industries endangering their future business by not defining their industry objectives and purposes properly. Every industry must discuss the industry purpose in detail; analyze policies to stay out of trouble. The management must be completely customer-oriented that will keep the steady growth of the industry, even when the apparent opportunities are exhausted. The great product orientation alone cannot solve all the problems to explain total success. Both Corning Glass Works and DuPont Nemours have the great technical competence and running their industry operations for a very long time. The reason for their success is mainly because they are completed, product-oriented as well as product-conscious, unlike textile companies of New England, which have been completely massacred. The reason for the success of DuPonts and Corning is mainly because their product is research orientation, and thorough customer-based, customer-centered also. They carefully apply new technology, innovations, modern technical know-how to create customer satisfaction applications, which result in their prodigious productivity with successful products.

Myopia is normally known to be shortsighted, which is a frequent visual disability cause all around the world. The WHO- World Health Organization has termed myopia as an incorrect refractive fault with muscular degeneration, cataract, vitamin A deficiency, infectious disease, the major causes of vision impairment (Douglas, 2002).

Corporate marketing should remove the marketing myopia concept to introduce the logic featuring organizations to realize their corporate brands and institutions to evaluate the vital sources of differentiation to be customer friendly and with customer-centric moves. Moreover, it is understood that organizations required involving multilateral connections, relationships, and understanding concerning customers, company stakeholders and the society at large. Also, the organizations need to be mindful of the marketing orientation strategy, according to sensitivity norms to ethical and CSR concerns. The key principles of the corporate logic of marketing are that they should maintain institution-wide ethos to enact customer-friendly organization's culture and define short and long corporate marketing objectives, with the basic aim and mission. The best way is to perceive organizational marketing through the identity of prism-based views and utilize the corporate method of the marketing mix (8C of corporate marketing) stipulating the pragmatic and practical means to foster as well as maintain the corporate marketing culture and ethos (John Balmer, 2011).

9. Marketing myopia Scope for Future Research
Hence, this specific study future research goal is to explore the real nature of marketing problems and to recommend probable solutions with new ideas, to provide several marketing information and implications for retailers, advertisers and marketing practitioners in general, about the possibility of potential market, statistical facts and marketing techniques, along with complete perspectives. It may reveal certain relevant data to marketing managers to formulate strategic and sound marketing decisions. In a way, the study encourages them to declare that there is enough scope for further marketing research as a support for making research designs, marketing decisions, which are descriptive, exploratory and conclusive. The future research should provide systematic design, analysis, collection, data reporting and findings relevant to a definite marketing situation. An empirical study can be possibly extended to this work to validate our propositions. Specifically, the regional town marketing centers need to focus their marketing efforts, particularly on a customer attraction process by formulating adequate methods with a complete package to include retail marketing, and several other areas like entertainment, leisure facilities, and hospitality for the entire customer satisfaction. Future customer decision-making research can also investigate how these aspects can impact patronage decisions. Therefore, we presume, the current study makes a significant contribution to the retail consumer activity and literature, has identified a number of potential areas for future research in this important area of the literature (John Balmer, 2011).

10. Discussion

The non-response or response of the organizations to change is a significant part of the marketing myopia study. Environmental analysts can bring an essential consequence to business advancement and expansion by understanding the organization’s intention is consumer-focused, and customer-centric to meet customer satisfaction level. However, from past experience, it indicates that the management of the organizations may become myopic to bring changes in the business setting, or they may not respond quickly or may respond with slow changes to manage and control product specifications to meet customer needs, evaluate and comprehend customer desires. The marketing lethargy or myopia exhibited by them has to be avoided to survive and progress. There come four major questions, as to where the firm is in the present situation; where it is directed and heading if they are not inclined to bring changes; where we expect the organization to be; and how to take the organization there? These must be responded if the organization intends to continue and grow. Therefore, the recommendations are for the environmental analysts along with the applications of creativity of consultants to assist organizations to develop new strategies, assess whether the organizations frequently conduct marketing research, implement changes, and create marketing strategies, based on the feedback from consumers to adjust to changes to avoid marketing myopia (Kitchen & Proctor, 1995).

11. Conclusion

It is observed throughout this study that the organizations hold a myopic view and attitude concerning their business, mainly because of the fact that they assume many things, ignorant of the market changing trends you understand whether the organization’s intention is consumer-focused and customer-centric to meet customer satisfaction level. Basically, they fail to meet the precise customer demands for their complete satisfaction. The major focal point is that all the business management should be aware of their industrial strength and weaknesses and their way of acting and
respecting customers and the ways to satisfy their specific needs. By correctly identifying the needs of customers and promptly meeting them will help them continue with company growth. Properly recognizing the stipulated needs to satisfy customers is the priority of the marketing force of the industry, for which, the organizations need to frequently conduct marketing research, implement changes, and create marketing strategies, based on the feedback from consumers (Davis et al., 2013).

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