

Marketing Myopia: The business ailment & Bangladesh's Telecommunication Business (A study on CityCell from users' perspective)

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Abstract: Marketing myopia, a high-lightening marketing theory projects crucial facts diagnosed in business organizations. Theodore Levitt, the real theorist tried to narrate how some misconceptions or constricted vision can impede a company's long run. Marketing myopia is more or less is evident at some stage of a growing industry. It implies the conditions and matters, which can make the company to decide some strategic procedures which eventually hamper the long run of it. In this research, it has been trying to explain the aspects of marketing myopia where the main highlight concentrated on the Telecom industry of Bangladesh. The research is conducted to make a correlation between the concept of marketing myopia and its impact on the business. It moreover tries to find the valid possibility of the theory in practical aspects. For the research purpose, *CITYCELL* (Pacific Bangladesh Telecom Ltd.) had been chosen as a part of research procedure. The primary data was collected from both the company and through conducted survey on mobile users. The secondary data was collected from websites, articles and journal. CityCell with its strong corporate strategies maintained the progression of the company upward but in some aspects the company may regards some possible shortcomings regarding strategic actions. The research is mainly focused on the fact that how the conditions of marketing myopia affect the business strategy and how the company tried to escape the consequences of the error. Here the company's own views and consumer's perceptions are considered to accomplish the research. The research made a possible correlation between the very theory of marketing myopia with the business outlook of CityCell and some recommendations are made to overcome such shortcomings. Finally, it can be expected, the research's view and recommendation may be found cooperative for the theory as well as the business associates.

Key Words: Myopia, mobile, telecommunication, CDMA, GSM, population myth, users, marketing etc

1. INTRODUCTION

Business world is made of the balanced combination of various strategic advancement where the different segments like management, finance, marketing, promotional activity come together. Unhinged tendency in any of these segments can cause business strategic blunder and makes the business sufferer for long run. Marketing myopia implies a specific situation when the company unconsciously undergoes one kind of short-range and narrow strategic approach where the company futile to focus on the long-term business strategy, make mistake to understand the actual needs and wants of its consumers. Marketing myopia in the strategy of any company can results in the tumble to adjust or cope with the rapid movement of the market.

Meanwhile, as an example of generation-wise business procedure, communication times and again plays vital approach to the growth of human civilization to craft the later one beyond present. With the greater demands, better approach of communication emerges

where telecom proves as the answer of it. Telecom, short abbreviation of Telecommunication business defines a process of distant communication using technological means, principally via electrical signal or electromagnetic waves. Through the emergence of wireless telecommunication, the communication comes upon as the best growing industry in the modern business world. Various business channels come forward to participate in the business long run and gain profit. Though positioned as Third world country, Bangladesh proves itself updated in the growth of telecom business. The stories begun with the issuance of a license to a private operator as a term of provision of inter area cellular mobile service. It was a breakthrough of the long runner, monopoly telecommunication provider of Bangladesh Telegraph and Telephone Board (BTTB). Gradually several structural changes are taken to make improve in this sector of business where the domestic as well as foreign investors became encouraged to take participate. By the passing of time, it becomes one of the biggest sectors of Bangladesh.

In the growing industry of telecom segment of Bangladesh, Pacific Bangladesh Telecom Limited or better known as CityCell emerges as forerunner and later joined by five other mobile operators like Grameen Phone, Aktel (Now Robi), Banglalink, Warid (Now Airtel) and Teletalk. However, by the continuation of time, CityCell gradually shows sliding to cope with the mice race of the rapid growth of the telecom industry.

2. Objective:

The purpose of the study is to pursue a comprehensive review and to acquire comparative idea of the influence of Marketing Myopia in the business strategy of Bangladeshi Telecom companies especially of Pacific Bangladesh Telecom Limited (*CityCell*). As the conditions of marketing myopia is based on the following matters:

1. To identify the influence of the belief that “growth is assured by an expanding and more affluent population” and *CityCell*’s strategy
2. To identify the relativity between the belief that “there is no competitive substitute for the industry’s major product.” And *CityCell*’s market status.
3. To find out the fact about “Too much faith in mass production and in the advantages of rapidly declining unit costs as output rises” with *CityCell*’s strategy.
4. To make a connection with the believe that “Preoccupation with a product that lends itself to carefully controlled scientific experimentation, improvement, and manufacturing cost reduction” with *CityCell*’s research strategy

Research Questions

To achieve the research objective researcher has to gather the answer of following questions:

H_1 = *CityCell* is not preferable to existing and potential consumer population of Bangladesh’s telecom

H_1 = *CityCell* performs better than other mobile operator

H_1 = Mass production is less effective to decline the unit cost

H_1 = *CityCell*’s market study is moderately effective

The paper will provide an inclusive idea about marketing myopia and its likely influence on Bangladeshi telecom business especially on Pacific Bangladesh telecom Limited (PBTL). The characteristics and impact of marketing myopia will be critically analyzed on the ground of PBTL and some suggestions regarding this analysis of the report.

This report was conducted only on the Pacific Bangladesh telecom Limited, Dhaka Branch rather than all the telecom companies of Bangladesh. The second limitation was inability to access entire secondary data from PBTL due to strict managerial policy with no exception to grant.

3. LITERATURE REVIEW

Marketing myopia is a term used in marketing as well as the title of an important marketing paper written by Theodore Levitt. This paper was first published in 1960 in the Harvard Business Review, a journal of which he was an editor. Marketing Myopia suggests that businesses will do better in the end if they concentrate on meeting customers' needs rather than on selling products. (Wikipedia 2014) Marketing Myopia" is the quintessential big hit HBR piece. In it, Theodore Levitt, who was then a lecturer in business administration at the Harvard Business School, introduced the famous question, "What business are you really in?" and with it the claim that, had railroad executives seen themselves as being in the transportation business rather than the railroad business, they would have continued to grow. The article is as much about strategy as it is about marketing, but it also introduced the most influential marketing idea of the past half-century: that business will do better in the end if they concentrate on meeting customers' needs rather than on selling products. (Harvard Business Review, 2004)

"Marketing Myopia", compels the readers to understand the importance of effectively set visions which are a catalyst for the company's success. Most of the industries focus largely on their refined product and become victims of downfall in the long-run. They do not realize the cause of their diminishing growth because to them their strategies in product development and product enhancement are top-notch. They tend to blame external factors which might have contributed to their downfall but they fail to see the bigger picture underneath: their goals and visions did not focus on consumer preferences and needs.

some organizations mistakenly concentrate only on customer 'wants' Needs are something necessary for the maintenance of life at a basic or more evolved level see Maslow's hierarchy of needs for survival, security, socialization, success and self-actualization. Wants are choices of how that need is to be fulfilled. Marketing myopia is mistaking wants for needs. Levitt gives example of drill bits which are wanted only until a better way of fulfilling the need for making holes Although needs are relatively constant, wants are influenced by the environment and individual background. Developments in the technological, socio-cultural, economic and political environment change what is 'wanted' to fulfill a particular need'. As these changes happen all the time, today's growth industry is tomorrow's industry in decline. (Kotler, Armstrong, Agnihotri & Haque, 2010)

Finally, Myopia is a term used and means to be shortsighted. In business, this would mean not having the foresight or long term plan to fully understand what business you are in as well as how to stay in it. (Rcain, 2011). Marketers must fulfill consumer needs and interests beyond what is good for the environment. (Ottman, Stafford & Cathy, 2006)

Levitt (1960) emphasized that the organizations which are working on the belief that their products are unique are 'growth opportunities' for them and would continue to give them success, do not realize that their dependence on such belief could be their downfall. He explains, "If consumers are multiplying and also buying more of your product or service, you can face the future with considerably more comfort than if the market were shrinking. An expanding market keeps the manufacturer from having to think very hard or imaginative.

Many sellers make the mistake of paying more attention to the specific products they offer than to the benefits and experience produced by these products.....They are so taken with their products that they focus only on existing wants and lose sight of underlying customer needs.

They forget that a product is only a tool to solve a consumer problem. (Kotler, Armstrong, Agnihotri and Haque, 10)

However three principles from the concept of marketing myopia:

1. Customers loyal to capabilities of products to fulfill needs not to products themselves. As the buy benefits not features of a product, marketing campaigns should emphasize key benefits over competitors.
2. Products have limited lifespan before demand shifts to preferred means to the same benefit. Concept of product life cycle of introduction, growth, maturity and decline stages
3. Organizations restricting themselves to one product or industry therefore limiting own life expectancy as will not be growth product or industry for ever (Stoke and Lomax, 2006)

The history of every dead and dying "growth" industry shows a self-deceiving cycle of bountiful expansion and undetected decay.

There are four conditions, which usually guarantee this cycle:

1. The belief that growth is assured by an expanding and more affluent population.
2. The belief that there is no competitive substitute for the industry's major product.
3. Too much faith in mass production and in the advantages of rapidly declining unit costs as output rises.
4. Preoccupation with a product that lends itself to carefully controlled scientific experimentation, improvement, and manufacturing cost reduction. (Levitt, 1960)

Even in case of modern business world, two other conditions are found as believe in "Urban Myopia". For example:

Rural markets are homogenous

Rural is about agriculture (Paninchukunnath'2011)

These strong points of the very concept got more clarified by Levitt through examples. Like:

Population myth:

Firstly, if consumers are multiplying and also buying more of your product or service, you can face the future with considerably more comfort than if the market is shrinking. An expanding market keeps the manufacturer from having to think very hard or imaginatively. If thinking is an intellectual response to a problem, then the absence of a problem leads to the absence of thinking. If your product has an automatically expanding market, then you will not give much thought to how to expand it. (Levitt, 1960)

When the market for the product is growing the management tends to stop thinking about the future assuming that the growing market is the indication of future success. The management then focuses on expanding its production rather than thinking about marketing. The main focus of their concerns becomes selling which stems from the needs of the seller instead off the needs of the consumer. As Levitt narrates, if one assumes that sales are tied to the country's population strings, because the customer can compare products only on a feature by feature basis. (Levitt, 1960). Companies that are not consumer oriented face marketing myopia. (Simmons, 2011)

No Competitive Substitution Myth:

The second argument by Theodore Levitt, the belief that there is no competitive substitution for the industry's major product, could easily bring about the downfall for the organization. Executives also often fail to appreciate the competitive changes going on around them. They observe the changes, all right, but devalue their significance or underestimate their ability to nibble away at the company's

markets.(Levitt,1960) When company gives insufficient attention to stakeholders they do so at great peril, their customer, their company, their society at large likely will be adversely affected.(Smith,2009)

Narrating about Motorola's myopic condition Jose Santos, Peter j. Williamson and Yves Doz said, "The myopic approach to competition and the failure to engage fully with rest of the world and capture the global markets and the innovative ideas in them, would cost Motorola dearly. (2004)

They also said, "Myopic competition, innovation using local knowledge, perfecting your product or service to meet the needs of consumers in your home market and benchmarking yourself against domestic competitors- each of these has become a high risk strategy. (Santos and Williamson, Doz'2004)

Ignoring or underestimating the threat posed by potential competitors and focusing only on current competitors is often referred to as "Competitor Myopia". This term was coined by Theodore Levitt to describe situations in which firms fail to recognize the full scope of their businesses. Competitor Myopia can drive firms out of business! (Healy and Gomez, 2013)

Faith in Mass Production:

The third argument by Theodore Levitt, the belief that there is no competitive substitution for the industry's major product, could easily bring about the downfall for the organization (Levitt, 1960). All effort focuses on production. The result is that marketing gets neglected (Levitt, 1960).

The lesson is clear; it is increasingly dangerous to rely on technologies and market understanding drawn only from your home territory (Santos, Williamson, and Doz, 2004).

The difference between marketing and selling is more than semantic. Selling focuses on the needs of the seller, marketing on the needs of the buyer. (Levitt, 1960)

Preoccupation with Scientific Research and Development Techniques:

Fourthly, The areas of the greatest unsatisfied needs are ignored, or at best get stepchild attention.(Levitt,1960) It is true that most technological firms tend to focus their efforts towards scientific implementations and research and development which raises their cost and increases their chances of failure if the innovations are not receptive to the consumers.

The greatest danger which faces the glamorous new companies in this field is not that they do not pay enough attention to research and development, but that they pay too much attention to it (Levitt, 1960)

Levitt also narrated, thus, they are growing up under conditions that come dangerously close to creating the illusion that a superior product will sell itself. Having created a successful company by making a superior product, it is not surprising that management continues to be oriented toward the product rather than the people who consume it. It develops the philosophy that continued growth is a matter of continued product innovation and improvement.

In recent era, marketing myopia faces some new problems to include which is known as "New marketing myopia". The nature of this business error is as below:

Marketers suffering from the new marketing myopia view the customer only view as "consumer"- a commercial entity to satisfy short-term material need via consumption behavior (Smith, 2009)

It stems from three related phenomena: 1) Single minded focus on customer to the exclusion of other stakeholders.2) an overly narrow definition of customer and his/her need, 3) A failure to recognize the changed social context of business that necessitate multiple stakeholders (Smith, 2009)

Ways to avoid marketing myopia:

According to N. Craig Smith, Minette E. Drumwright and Mary C. Gentile, (2010), they offer five propositions for practice that will help marketers correct the myopia:

- (1) Map the company's stakeholders,
- (2) Determine stakeholder salience,
- (3) Research stakeholder issues and expectations and measure impact,
- (4) Engage with stakeholders, and
- (5) Embed a stakeholder orientation. The authors conclude by noting the implications for research.

According to Jose Santos, Peter J. Williamson, and Yves Doz (2004), Engaging with the world is not only sound defense; it can also act as a powerful new source of innovation

The other opportunities they offered such as

- Partnerships with lead customers: Using its knowledge prospecting skills, it located knowledge it needed in various customer sites in the United States and the Far East.
- Distributors: This allowed them to access knowledge that paved the way for later investments in building their own brands and distribution channels.
- Suppliers can provide access to new knowledge.
- Collaboration with universities and public research Centre's can provide access to local scientific communities.
- Targeted acquisitions: When the pharmaceutical giant Glaxo Smith Kline bought Affymax, a pioneer in solid-state combinatorial chemistry, it got more than a technology for speeding up its development pipeline.

4. METHODOLOGY

Research methodology is a systematic means to solve a problem or give an answer to a question. It is essential for the researcher to design a methodology for the problem chosen. It is science of studying how research is to be carried out. Mainly research methodology describes how data are collected, what tools are used for this purpose and from whom the data are collected. Thus this section contains research design, data collection, sample selection and procedure for data analysis (Neuman, 2006)

The designed used for this research is an approach of quantitative method. The design is based on following the techniques of quantitative method. A structured question survey method is applied in this study. Quantitative research refers to the systematic empirical investigation of social phenomena via statistical, mathematical or numerical data or computational techniques (Given, 2008). In layman's terms, this means that the quantitative researcher asks a specific, narrow question and collects a sample of numerical data from participants to answer the question. The researcher analyzes the data with the help of statistics.

Quantitative research is often contrasted with qualitative research, which is the examination, analysis and interpretation of observations for the purpose of discovering underlying meanings and patterns of relationships, including classifications of types of phenomena and entities, in a manner that does not involve mathematical models. (Wikipedia, 2014)

Among different alternative categories of research, survey method with structured questionnaire was applied in this study. This is the questionnaire prepared in the first stage. Then from many available methods for survey, structured questionnaire Survey method had

been chosen to be exercised. The quantitative research helped to interpret the observation found in survey as well as the relationship patterns and hypothesizes.

This research is conducted based on two divisions (Dhaka and Khulna) of Bangladesh. Information of the study was collected from random mobile users of two cities.

The population of the research is the entire people of Bangladesh, to be more narrowly the people of Dhaka and Khulna who are the user of mobile service. The researcher has chosen random mobile phone users for the research. People from diverse age groups, occupation, gender, religion etc. that implies having diverse demographics and psychographic characteristics uses mobile communication for various communicative purpose. To conduct the survey among population consists of mobile phone users, a sample of 110 users had been taken out.

The research conducted on the sample of 110 respondents from the cities of Dhaka and Khulna. There are about 55 people are surveyed at Khulna and the rest was surveyed in Dhaka. As this study chose to apply factor analysis, and 44 questions (14 for obtaining basic information about the mobile users and 30 questions for surveying their opinions) of the questionnaire had been subjected to this analysis Taking acknowledge of the possibility of facing strict corporate secrecy the questionnaire will not apply to the mobile operator company but to mobile phone users only.

Measurement is often regarded as being only a means by which observations are expressed numerically in order to investigate causal relations or associations.(Moballegghi & Moghaddam 2008). In order to make an effective quantitative research, the sample of 110 respondents is being chosen. The sample was made on the basis of using various telecommunication operators' connection. The sample mainly collected from Dhaka and Khulna. The respondent chose as random where discrimination in term of age, gender, race or ethnicity is completely avoided.

The study was conducted through survey methodology with a structured, close-ended questionnaire. Six questions had Yes/No response and another one was involved choosing from options indicating the preference of mobile phone usage by the respondents. Besides, all other questions were methodically measured on *Likert scale*. It is a balanced scale where number of categories will be five that means the scale will have odd number of categories. Those were ranged from 1 (= strongly disagreed) to 5 (= strongly agreed). The middle scale point considered to represent a neutral point containing a value = 3. Therefore, the scale did not actually allow the respondents not to have an opinion. Caution was taken to avoid ambiguous, complex, hypothetical, leading and loaded, double barrelled and burdensome questions without making assumptions and hidden contingencies. Fontana and Frey (1994), explains "Asking questions and getting answer is a much harder task than it may seem at first The interview etiquette consists of questions regarding the conditions of marketing myopia and how it is connected with Bangladesh's telecom industry especially with CityCell.

Questionnaire:

The survey questionnaire that had been used in this study was split into *two parts*. The first part will ask for some general questions seeking information regarding respondent's name, gender, age, semester, e-mail address and mobile number. Then second part used to screen out the impact of mobile operators' business strategy and consumers' view about need and satisfaction in terms of the variables of marketing myopia. Those questions were placed under appropriate variables or factors that helped to identify after the factor analysis.

Data collection is a significant part of the study. The sources of data can be classified into two types. They are Primary Data, and Secondary Data. **R**andom mobile phone users of Dhaka and Khulna through survey methods collected required data from 110 sample respondents with the structured questionnaire.

Secondary data was collected from the executed and planned activities of the organization. Secondary information was also collected by reviewing previous studies conducted. In this study the secondary data sources included thesis, journal, research papers and various web sites.

At first to organize the questions under respective factors so that they can be used for further analysis easily, **factor analysis** had been applied. Along with the factor analysis, **SPSS** was chosen to apply in order to test the sampling adequacy. Then to achieve the first objective, to find the factors that affect the environment and health, one sample location **t-test** had been applied. In this study 5% level of significance was chosen.

5. Data analysis and key findings:

To make an actual research one must have to make a survey and proper analytical evaluation of it. The survey may be of various types like asking questionnaire, making direct or indirect interview and so on. As per my research is based on telecom industry so I have decided to make a survey upon mobile users of random operators. The telecom industry of Bangladesh is made of six main stand-like telecom companies like Grameen Phone, Banglalink, Robi, Warid, Teltalk and *CityCell* etc. the whole population according to their needs and preferences choose various operators to be part in digital as well as technological communication.

My survey is a question-based survey where under the beauty of wordy beauty the in formations regarding the nature of marketing myopia was surveyed. The survey mainly consists of total 30 questions focusing on four different factors of Marketing Myopia which consists of Degree of Mass Adaptation, Degree of Competition, Degree of Mass Production and Research & Development.

The survey was conducted upon random 110 of various people to make a versatile survey. The question was made of three parts where the query regarding myopia was asked only after it gets the answer gives basic general information regarding him or her whereas the degree of adoption comes following it. The question was unbiased from gender and age, The whole analysis was conducted using SPSS. The focused questions are hypotheses following Likert scale where each questions are conducted through analysis the data through finding the mean, standard deviation, sum and percentage. The total 110 respondents were participated where the number of male was 60 (54.5%) and the presence of Female respondents is 50 (45.5%). The age range was divided into four stages, which comprehended several stages of life such as 16-25, 26-35, 36-45, and 46- above.

Table: 01

| Gender (%) | | Age (%) | | | |
|------------|--------|---------|--------|-------|-----------|
| Male | Female | 16-25 | 26- 35 | 36-45 | 45- above |
| 54.5 | 45.5 | 33 | 26 | 20 | 21 |

Research question 01: Degree of Mass Adaptation

To identify the influence of the belief that “growth is assured by an expanding and more affluent population” and *CityCell*’s strategy.

$H_0 = \text{CityCell}$ is preferable to existing and potential consumer population of Bangladesh’s telecom

$H_1 = \text{CityCell}$ is not preferable to existing and potential consumer population of Bangladesh’s telecom

The first part evaluates Degree of Mass adaptation inquires about the first weak point that can affect Marketing Myopia- the believe regarding illusion of company’s growth regarding affluent population. The company through running its operation in growth market, tend to believe that the consumers are loyal to them and the loyalty will influence a large quantity of population forever, there by the company’s progress will remain unparallel.

As the beginner in Telecom industry the company got initial popularity in the mass and in its growth stage, the progression was lukewarm. Now the reaction of the mobile users, who once was excited about the appearance of *CityCell*, has been changed. The questionnaire segment of this part is based on total eight (8) questions. Asking the questions like: *CityCell* is a popular mobile operator, *CityCell* is user friendly, I and my family use *CityCell*, I prefer CDMA rather than GSM, I believe *CityCell* offers better package, I would like to buy *CityCell* package, I would like to encourage others to purchase *CityCell* Package, *CityCell* prefers customer need than consumer’s need.

The tables 02 shows the correlation between the influence of the belief that “growth is assured by an expanding and more affluent population” and *CityCell*’s strategy. Here in one sample statistics the N indicates the number of respondents which is 110 and the Mean of all the questions are 2.6341 with standard deviation of .89943 with the std. Error Mean of 0.08576.

Here, the t test of all eight questions results the Mean of 2.6341, which is below the Test Value as well as the two-tailed significance, implies as 0.000, which also is below than 0.05. All these results indicate, Alternative hypothesis is accepted whereas Null Hypothesis is rejected. This result indicates that the relation between the population myth and the *CityCell* is matched as the mean is below the test or neutral value of 3 and the Level of Significance is 0.00 which is below 0.05. Though they attempt but still *CityCell* is not preferable to the mobile phone users comparing other operators. That means indicate that they hold at the growth stage on the consumers turn out as a disaster.

Table 02:

| One sample Statistics | | | | | |
|-----------------------|-----|--------|-----------------|-----------------|---|
| Research question | N | Mean | Std Deviation | Std Error mean | |
| Adaptation | 110 | 2.6341 | .89943 | .08576 | |
| Competition | 110 | 3.4831 | .77573 | .07396 | |
| Mass | 110 | 2.7879 | .94575 | .09017 | |
| Research | 110 | 2.6697 | .95195 | .09076 | |
| One Sample Test | | | | | |
| Test Value = 3 | | | | | |
| Research | t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference |

| question | | | | | Lower | Upper |
|-------------|--------|-----|------|---------|--------|--------|
| Adaptation | -4.267 | 109 | .000 | -.36591 | -.5359 | -.1959 |
| Competition | 6.532 | 109 | .000 | .48312 | .3365 | .6297 |
| Mass | -2.352 | 109 | .020 | -.21212 | -.3908 | -.0334 |
| Research | -3.639 | 109 | .000 | -.33030 | -.5102 | -.1504 |

Research question 02: Degree of Competition

To identify the relativity between the belief that “there is no competitive substitute for the industry's major product.” And *CityCell*'s market status.

H_0 = *CityCell* performs less competitive than other mobile operators

H_1 = *CityCell* performs better than other mobile operator

Here the research question is asked as “How does *CityCell* exist in competitive market and how its performance level is recognized as competitive?”

At the growth stage, the company enjoyed pure monopolistic business for some years. (Wikipedia, 2014) The year of monopoly leads them to consider having a market with no or less competitors. It is the second error of the company made during the error of marketing myopia.

This factor asked total seven (7) questions regarding consumer's perspective whether or not the telecom industry has a competition as well as does *CityCell* enjoy better advantage than other operators.

The questions are: *CityCell* is most popular operator in Bangladesh, Other operators perform better than *CityCell*, *CityCell* is the least preferable mobile operator in Bangladesh, I like other operator for the GSM technology than *CityCell*'s CDMA, Other operators have good performance than *CityCell*, Other operators are better in promotional activity than *CityCell*, I would like to purchase other operator's expensive package than *CityCell*'s cheaper package.

According to the formula, the mean must be upper than the Test Value, here the survey, the mean value which is 3.4831 (table 02) is higher than 3 which means the Null Hypothesis is accepted. It indicates the random mobile users think *CityCell* performs less competitive than other mobile operators. It implies two things.

Firstly, *CityCell* is in no monopoly zone and it faces competitors

Secondly, *CityCell* performs below the competitive acts than other operators.

Research question 03: Degree of Mass Production

To find out the fact about “Too much faith in mass production and in the advantages of rapidly declining unit costs as output rises” with *CityCell*'s strategy.

H_0 = Mass production is effective to decline the unit cost

H_1 = Mass production is less effective to decline the unit cost

The research question is “How does the mass production and unit cost relation affect *CityCell*’s long run?”

Mass production is settled based on consumer’s demand, the more the demand, the more production and the less expense as costs get settled upon mass products. Here three questions are asked regarding this matter. The production segment is less interested to the consumers rather than marketing or promotional activities.

From the table 02, the summarized mean (2.7879) as well as Significance (2 tailed) 0.02 all implies that the null hypothesis is rejected and alternative hypothesis is accepted. Though the answers are taken from random consumers rather than any operator associated people so it can be say that as people consider that mass production is not always effective to manage unit cost. By this we can say that *CityCell*’s strategy is appreciable to prevent the error regarding marketing Myopia as they promptly handle the production procedure with the change of consumer demand and therefore the mass products are become moderate and financially the company was able to control, reduce and eventually eliminate the myopia error which most companies highly does

Research Question -04: Research and Development:

To make a connection with the believe that “Preoccupation with a product that lends itself to carefully controlled scientific experimentation, improvement, and manufacturing cost reduction” with *CityCell*’s research strategy

H_0 = *CityCell*’s market study is not highly effective

H_1 = *CityCell*’s market study is moderately effective

The research question is “How does effective research study influence the business strategy of *CityCell*?”

The last set of questions is asked regarding the attribution of research and development segments and its utility in the strategic approaches of any company’s business. The research mostly based on survey or interviews where the company get close to its existing as well as potential consumers to get a better idea, better view regarding the consumer’s demand. A myopia-affected company hardly does [proper research. Its illusion makes obstacle to make elaborate survey. The survey then comes as the product or company’s any popular product based which make the research mostly failed. There are six questions are asked regarding the idea of research and development such as *CityCell* make survey on consumer’s need , *CityCell* has better research team than other operators, *CityCell* implements the outcome of public feedback, *CityCell* matches with customer’s need, *CityCell* updates technology according to customer’s demand, *CityCell* has bright future in Bangladesh’s telecom industry.

From the table 02, the projected mean of 2.6697 and significance of 0.00 all indicates the rejection of Null hypothesis. It implies that consumers think the company’s market study about consumer’s need and expectation is moderately effective. Offering low-priced offer and mainly positive decision about wise decision to convert into GSM technology mainly works in favor of *CityCell*.

Finding regarding Research question 01:

Among the four conditions Theodore Levitt explained, the first one is the believe about the co relation between growth and population. The condition was like “The belief that growth is assured by an expanding and more affluent population.” It is a popular myth about the consumers regarding the market growth. The companies has assumes a co relation between consumer status and future. Future is a very hard matter to visualize. The business organizations have the myth that the consumers can make the future more assured.

Here from the survey, *CityCell* is less preferable mobile operator in Bangladesh. According to the preference of mobile business and use of technology, it can be said that public demand is more motivated to the majority of mobile operators with the technology of GSM. If we focus on the report published by BTRC (2014) we can find that CityCell only possess 1.41% of total market share. Besides, from the survey on 110 random mobile users' shows that they moderately like the technology of CDMA (51.8%) though aware about CityCell yet 19.1% people agreed and 4.5% respondents strongly agreed on the fact that CityCell is preferable. Though at the beginning CityCell was strong market share holder in Bangladesh's Telecom industry but they failed to hold their users. It means CityCell slowly loses the preference as mobile operator in this country.

CityCell is considerate as user friendly at moderate level while the respondents are moderately willing to use *CityCell* as way of communication. The researcher query about the fact that whether the regular mobile users like the offers and packages of CityCell or they think the company offers user friendly services. The survey indicates the data that 28.2% people disagreed about the fact with a strong disagreed feedback found among the respondents about 10.9% . Besides 34.5% respondents shows their neutral view regarding the fact. The whole survey data points toward on thing and it is CityCell's user friendly acceptance is moderately accepted and majorly rejected to the mobile users.

In our country, GSM technology is more preferable than CDMA. The preference is based on availability and flexibility of the technology around the area. As the BTRC reports shows that all the GSM technology based mobile operators have better position than CDMA based CityCell. Almost 99% of total market share is captured by GSM mobile operators. The survey shows 35.5% agreed and another 11.8% respondents strongly agreed about the fact that they prefer other operators over CityCell. Whereas 21.8% respondents agreed and 40.9% strongly agreed about the fact that they prefer GSM technology rather than CDMA. The reason behind the matter is the flexibility, network coverage and availability of accessories mainly highlighted.

CityCell according to public demand is less preferable as it gradually loose the market share of customers to GSM technology. The population myth affects the long run of *CityCell*

Finding Regarding Research question02:

The next finding is concentrating in the correlation between the second condition of marketing myopia and the business strategy of CityCell as the representative of the overall telecom industry. The second believe is about believing that there is no competitive substitute for the industry's main product. If we think about the main product in telecom industry is the offering, then first the thing comes in mind is the technology offered by operators. According to the survey, the findings are as below:

The survey was conducted to know the fact that whether CityCell exists in competitive market and whether it attempts to handle the competition or not. The research found out the fact that *CityCell* is in competitive market. As it has to face huge competition from other five operators like (Grameen Phone, Robi, Airtel, Teletalk and Banglalink etc)

Secondly, it is also found out that *CityCell* is the soul provider of CDMA technology. According to Wikipedia (2014), CityCell is the sole operator, which uses CDMA technology. From this point of view, we can say that CityCell does not have any competitor in Bangladesh. The company enjoys the business of CDMA network in a monopolistic way.

Nevertheless, if the research focuses on the large picture of the telecom industry we will find that CityCell is in competitive field where it has to face strong competition from other operators, which provides the GSM technology. (BTRC, 2014) According to the research survey we also found out the same fact almost. As the survey implies around 21% respondent disagreed and 19.8% respondents strongly disagreed that CityCell is more popular than other operators. It also indicates with 20.% agreed and 8.2% strongly agreed that other operators perform better than CityCell. It also command alarmingly that CityCell does not take much attempt to work on the competition with other operators as 25.2% respondent disagreed that CityCell offers better packages than others.

Consumers prefer other operators' product because of GSM technology's flexibility. As the survey indicates 40.9% agreed on the statement they like GSM technology rather than CDMA Technology. The whole findings regarding the second condition shows that the company has the influence of marketing myopia's second condition and the company has faced strong competition to survive where it shows less action for the stronger sustainability.

Finding Regarding Research question03:

The third condition marketing myopia talks about the correlation between mass production and unit cost. As it implies that "Too much faith is mass production and in the advantages of rapidly declining costs as output rises", Levitt called the condition as "Production Pressures". Here Levitt describes a particular situation where the output becomes burden. John Kenneth Galbraith said, "Output is so prodigious that all effort concentrates on trying to get rid of it." It indicates when a company in unplanned pattern without realizing the whole scenario of consumer demand or market condition; it faces huge trouble with the access production. Then the company tries to get rid of it by applying various old tricks like singing commercials, billboard advertising or other wasteful practices. The attempt turns the company's strategy more selling strategy rather than marketing. Levitt said, "Marketing, a more sophisticated and complex process, get ignored"

The findings regarding the research question that, CityCell as the only CDMA operator in Bangladesh has a good hold in communication business. It also plays crucial role in case of importing the necessary sets, infrastructure materials as well as accessory regarding the technology. As a concerned company, the company realizes the procedure of business as the mean of communication. However, reasons market realizes the drop but their attempts are in progress to overcome the matter. The converting from CDMA to GSM as well as by allowing 3G license, CityCell is determined to bring back the consumer interest and right now them as the CDMA operators working on the consumers with focusing on keen knowledge (Marketing Team, CityCell, 2014)

Yet the research fact on the production can be hardly gathered through public's view. The reason behind it is that the matter is strictly company's internal matter and the information is not mainly asked or needed by the general mobile users. Still few questions asked through Likart scale to make a concept about consumers' perception about the overall condition. The survey shows the matter that CityCell offered packages have moderate attraction in the mobile subscribers. Here among the 110 respondents it was found that 18.2% agreed and 11.8% strongly agreed along with large percentage of 39.1% neutral responses concerned that CityCell offers cheaper packages.

Finding Regarding Research question04:

"Preoccupation with a product that lends itself to carefully controlled scientific experimentation, improvement and manufacturing cost reduction." The issues came forward with research and development that some time new companies make too much concentration on

research, sometime the company makes expensive research and sometime they concentrate the research that may focus only on their product. These are the myopia symptoms about research and development mainly found in a myopia-affected company.

The last finding regarding the research question 04 is nevertheless, in matter of CityCell, the research and development segment is free of all these symptoms as the research is a regular based work for customer care as well as marketing department and the teams are very effective to make its effort to come closer to the consumers. The surveys mainly done on consumer satisfaction, brand health tracking, retailer effectiveness, pre and post campaign research, ADHOC research and communication effectiveness research. At present the company mainly focuses on Winback and Acquisition type offers where the team surveys about the consumer's acceptance and understanding about the research, offer's attractiveness and acceptance to consumers, the form of media the consumers mainly get the message and how much the offers create buzz in consumers. Each research is well surveyed and all concerns about the need and acceptance of the consumers and regarding the product. The survey is currently made upon only existing consumers and the survey conducted by the company along with other research firms. The company shows prompt and exact effort on particular survey (Marketing Team, CityCell, 2014)

Through the survey the fact is found that people moderately accept that *CityCell* make survey on Customer need as 25.5% disagreed and 20.5% strongly agreed the fact that CityCell makes survey on consumer need. The respondent have negative reaction regarding the fact that the company works according to the research made on consumers as 25.5% disagreed on the statement with 22.7% strongly disagreed. Around 12.7% respondents agreed that it works on the feedback of the research.

Finally, the respondents thought the future of *CityCell* in the telecom industry is bright as the company has its own experience and urges so it can survive the long run in the industry. The respondents near about 24.54% agreed along with 23.64% strongly believed that the company still has better future. As the decision of converting into GSM and few promising past attributions make respondents hopeful about the statement that the company has a good future upward.

6. RECOMMENDATION

The research is about marketing myopia and its influence on Bangladesh's telecom industry where the focus was on country's only CDMA operator CityCell. Conversely, there is one thing to mention that the researchers of our country gave no effort to work on the fact, as the subject matter is highly crucial to research and analysis. However, the research also tried to make a correlation between the conditions of marketing myopia and the business strategy of CityCell. From the broader analysis and realization, it can be recommend the followings:

From above discussed analysis, we can reach to some conclusions such as:

- ✓ CityCell to make a better position in the telecommunication business should convert into GSM technology.
- ✓ CityCell should consider getting 3G license in order to provide good service for internet users.
- ✓ CityCell should increase its network zone and offer even better service.
- ✓ CityCell should continue to maintain good relationship with both retailer and distributors.
- ✓ CityCell must have to us attacking strategy to sustain and gain market share.

- ✓ CityCell must have to use its consumer relation in a intimate way
- ✓ The company must have to be more innovative in approach.
- ✓ More study on Marketing Myopia in Bangladesh's perspective should be took place.

7. Conclusion:

Myopia is a business error, which is visible more or less in every industry where the companies affect by the various symptoms of it. Sometime the population sometime believes regarding competition or mass production or even research hazard can make a company even an industry suffers. The narrow vision, defensive strategy all can hamper the decision making of a company. A company must have to find out the errors or the potentiality of the errors. To evaluate the error or possibility of error occurrence can help a company to make better decision regarding strategy making. *CityCell* as a part of telecommunication of Bangladesh which also representing a certain industry, like every growing industry it also affected partially or by segments of marketing myopia and the error bring negative impression to the company's growth but it also can be say that, like a consumer oriented company, it tried its best to understand and work with consumer needs. It positively shows its effort to learn from the experience and to utilize the knowledge for the future progress.

The company to prolong of long run must have to posse's strong strategy to come out the drawback it faces. The company considers and respects the needs of customer's demand but it have to implement the consideration with a prompt attempt. The company has to move and update its technology regarding telecommunication to make a proper sustain in market. It has to bring innovative offers and packages to attract the consumers around. It also has to make stronger competitive strategy to make the competition fiercer. As the company is on verge to leave the monopoly business of CDMA then it has to be more aware about the competition. The company shows the tendency regarding production and research is customer sensitive but lack of promotion or publication due to confidentiality it remained underdog. The company has to take these advantages as positive vibe and have to implement in future works. Along with voice services, the company must consider the service of 3G internet in its activities. The better offering makes the company more attractive to the customers. Consciously it can be said that the marketing myopia is error that the fact exists partially in some strategies in the business procedure but the wise concept and proper implementation of strong strategy can make it possible to come out from the mistakes and can bring back glorious achievements.

Though the study on the influence of marketing myopia is rare in the perspective of Bangladesh's telecom industry so the research can be consider as an asset. While the influential existence of the conditions of marketing myopia in partial level will make the industry people to consider, the consequences of it as well as they can make a positive change on the long run strategy making decision.

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