



MARKETING Club 158th

158th Marketing Club
114th Business Club
2nd Morocco Club

Marketing Myopia

قصر النظر التسويقي

JOIN FREE



LIVE WEBINAR

CLUB FOUNDER, HOST
DR. MAHMOUD BAHGAT
LEGENDARY DIRECTOR

Date
8-10
2024
Tuesday

Time
10:00PM
 Egypt

Time
10:00PM
 KSA

Time
11:00PM
 UAE

Place
Online
Zoom



Instructor

Ahmad ALMWAKEH

GM Merck Morocco

Harvard Business Review

Marketing Myopia

Based on the article by Theodore Levitt
Harvard Business Review, July–August, 1960



What Is Marketing Myopia?



Focusing too narrowly on selling products and services



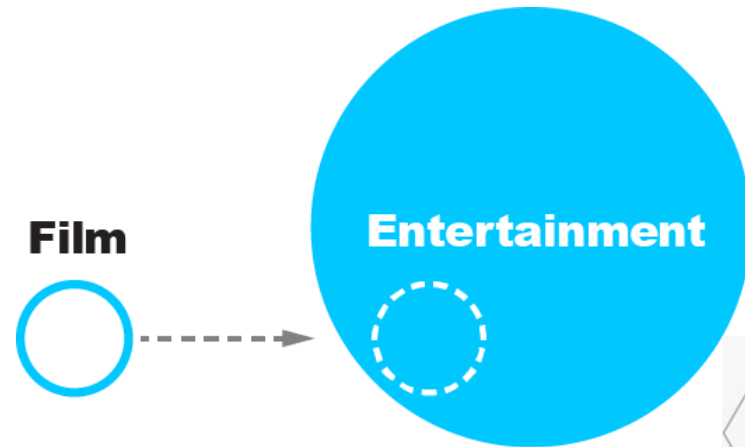
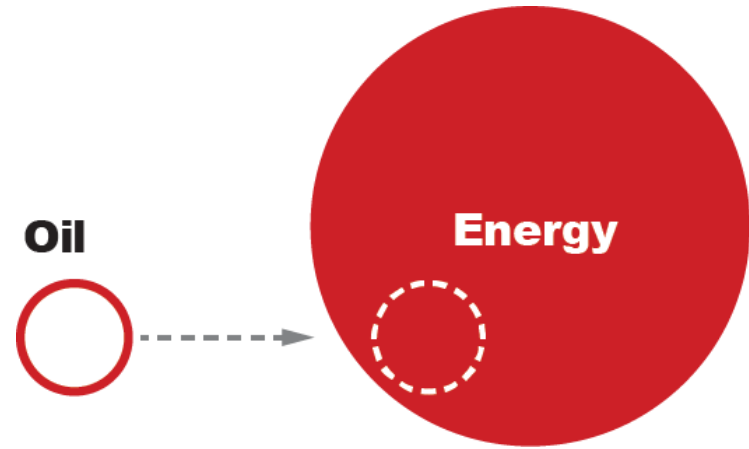
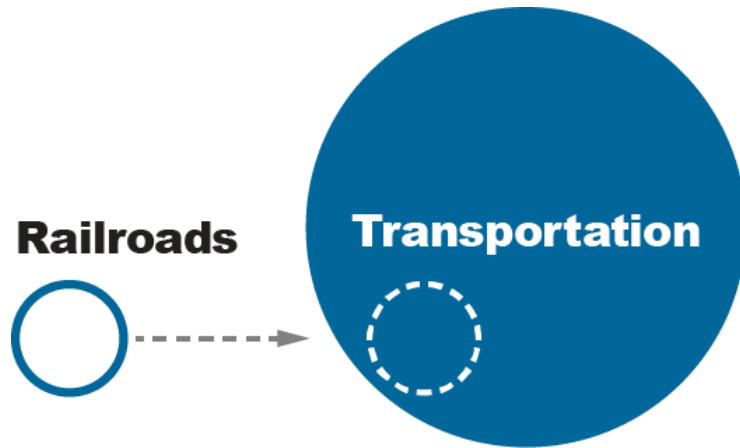
Missing the “big picture” of what consumers really want



Levitt Urges Companies to Consider: **What Business Are You *Really* In?**



Industries That Got It Wrong



Three Key Ideas

1

There's no such thing as a growth industry.



Three Key Ideas

- ① There's no such thing as a growth industry.
- ② Your product is not your business.



Three Key Ideas

- ① There's no such thing as a growth industry.
- ② Your product is not your business.
- ③ Focus on customers' needs, not your capabilities.



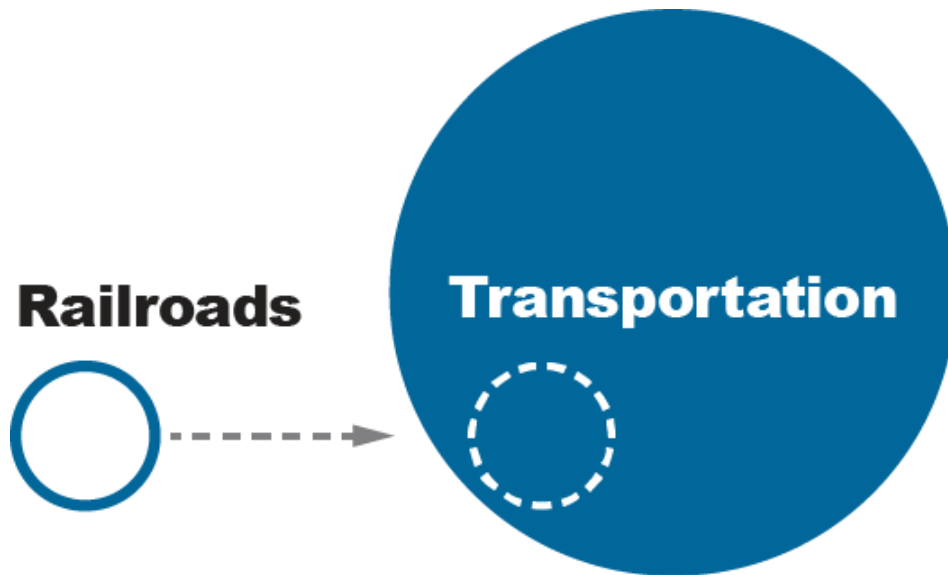
There's No Such Thing as a Growth Industry

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

—Theodore Levitt



Your Product Is Not Your Business



Railroads

- Product oriented
- Focused on railroads

Transportation

- Customer oriented
- Focused on customers' needs



Focus on Customers' Needs, Not Your Capabilities

“The marketing effort is still viewed as a necessary consequence of the product—not vice versa, as it should be.”

—Theodore Levitt





The Four Myths

4



THE FOUR MYTHS

Myth #1

1

BELIEF

An ever-expanding and more affluent population will guarantee our growth.



THE FOUR MYTHS

Myth #1

1

BELIEF

An ever-expanding and more affluent population will guarantee our growth.

RESULT

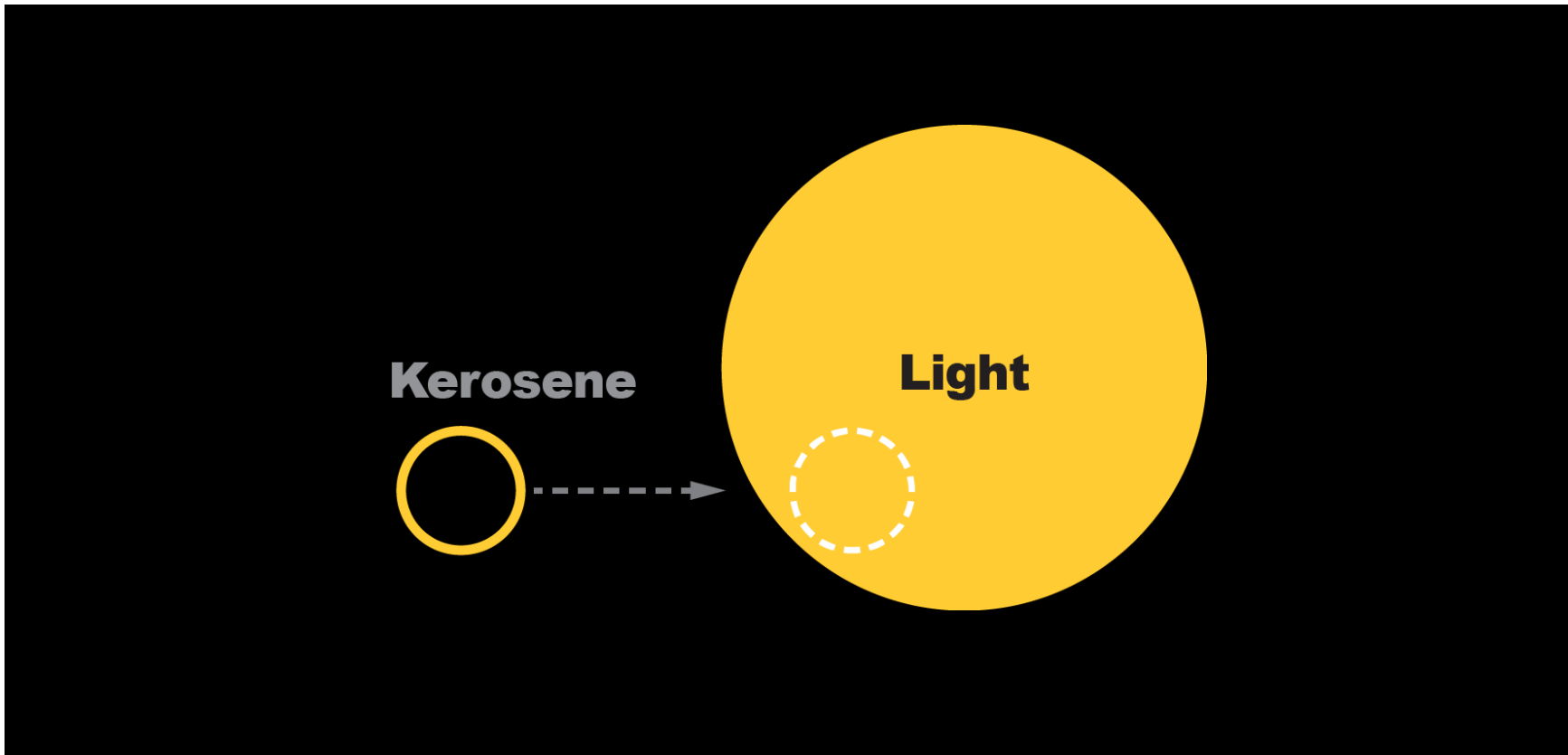
We focus on products, not customers' needs.





More and More People Needed Light—Not Kerosene

EXAMPLE





THE FOUR MYTHS

Myth #2

2

BELIEF

There is no competitive substitute for our industry's major product.



THE FOUR MYTHS

Myth #2

2

BELIEF

There is no competitive substitute for our industry's major product.

RESULT

We fail to innovate.





Oil Failed to Innovate

EXAMPLE

↓ Focused on extraction

↓ Allowed others to fill the innovation vacuum



Oil Failed to Innovate

EXAMPLE

- ↓ Focused on extraction
- ↓ Allowed others to fill the innovation vacuum
- ↓ Feared cannibalizing existing business
- × **MISSED OPPORTUNITIES**



THE FOUR MYTHS

Myth #3

3

BELIEF

We can protect ourselves through mass production.



THE FOUR MYTHS

Myth #3

3

BELIEF

We can protect ourselves through mass production.

RESULT

We focus on selling instead of marketing.



The Difference Between Selling and Marketing



SELLING

Getting people to exchange cash for your offering



MARKETING

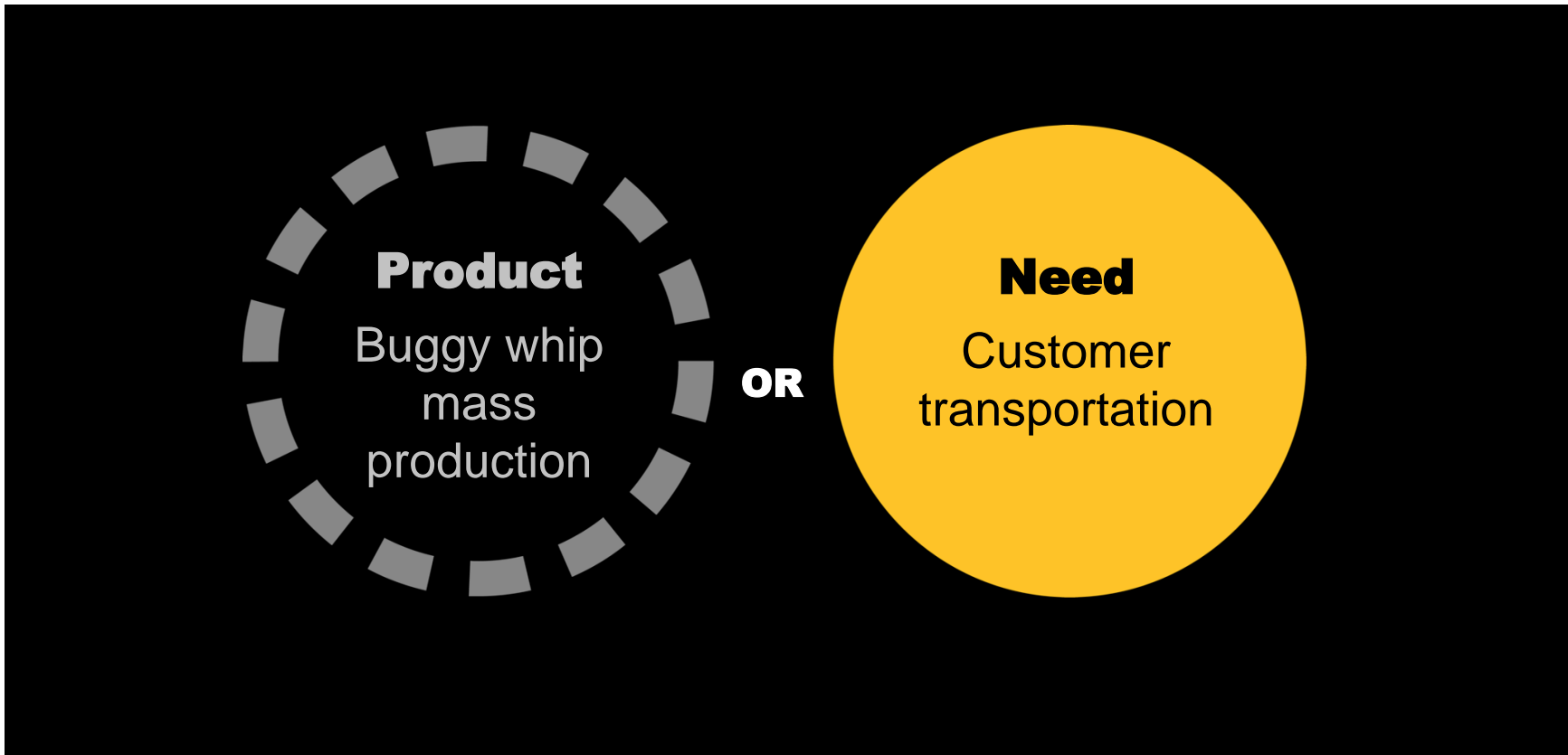
Satisfying the needs of customers by means of a product or service





What Business Were They *Really* In?

EXAMPLE





THE FOUR MYTHS

Myth #4

4

BELIEF

Technical research and development
will ensure our growth.



THE FOUR MYTHS

Myth #4

4

BELIEF

Technical research and development will ensure our growth.

RESULT

We think our products will sell themselves.



The Cure for Marketing Myopia



Think broadly about the business you are in.



Create a customer-oriented company.



Learn More

Harvard Business Review Articles

[Business Marketing: Understand What Customers Value](#)

James C. Anderson and James A. Narus

[Co-opting Customer Competence](#)

C.K. Prahalad and Venkatram Ramaswamy

[The Customer-Centered Innovation Map](#)

Lance Bettencourt and Anthony W. Ulwick

[Do You Want to Keep Your Customers Forever?](#)

B. Joseph Pine II, Don Peppers, and Martha Rogers

[Marketing Malpractice: The Cause and the Cure](#)

Clayton M. Christensen, Scott Cook, and Taddy Hall

Harvard Business Review Video

[The Explainer: Marketing Myopia](#)

Based on the work of Theodore Levitt

