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Original Article

Evaluating Myopia in Livestock Marketing Initiatives in Turkana, Kenya: A Transformative Approach to Livestock Commercialization, Value Co-Creation, Sustainability, and Entrepreneurship Orientations

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Abstract: *The majority of communities in sub-Saharan African countries, the Horn of Africa (HoA), and Kenya in particular, where 80 percent of the landmass is arid or semi-arid (ASAL), rely on livestock farming for food and income. In the majority of livestock-keeping regions, culture, and traditional values influence how livestock, human, and environmental resources are utilized within varying livestock farming and marketing objectives. The marketing myopia problem of focusing on short-term goals over long-term sector growth is evident in Turkana. Coupled with subsistence farming, the inward-looking approach sustains the intention of accessing markets with less value-added livestock resources for the sole purpose of making sales but not to use consumer needs and market opportunities as avenues for improving livestock production and linking it to various market segments. As a result, a study was conducted in six livestock markets in Turkana, namely Kakuma, Lokichoggio, Lokichar, Kainuk, Lorugum, and Kerio, to investigate: (i) the general characterization of marketing myopia in the Turkana context; (ii) market-based factors causing marketing myopia in Turkana; (iii) the impact of marketing myopia on the livestock economy in Turkana; and (iv) strategies to limit marketing myopia in the Turkana marketing system. Participants (n = 100) included livestock traders, government officials, and livestock policy experts from civil society. According to the findings and conclusions of the study, Turkana is a retarded region due to marketing myopia factors that have slowed livestock output and market access. Significant marketing myopia exists in livestock markets and marketing activity. This is why many livestock markets in Turkana are inoperable, and those that are functioning operate below capacity. Elements of market-based myopia further degrade relationships between supply and demand market forces and stakeholder relationships, reducing connections between livestock production and market systems. The effect of marketing myopia spans crucial sectors of humanity and the market economy of Turkana, i.e., social, economic, and environmental pillars that are essential for fostering livestock programs and constructing effective trade frameworks. The study suggests capacity building among livestock production and marketing stakeholders, commercialization of livestock, the functionality of markets based on systems, value co-creation, sustainability, and entrepreneurial orientations. Building awareness around marketing myopia, restricting nearsightedness, and increasing investments in livestock development would make livestock farming extremely advantageous for Turkana, and livestock-keeping populations would experience the desired socioeconomic shift. With myopia elimination, Turkana herders and entrepreneurs will no longer remain poor while owning large numbers of livestock with huge economic value.*

Keywords: *Capacity development. Entrepreneurship orientation. Livestock commercialization. Marketing myopia. Sustainability orientation. Value co-creation.*

I. INTRODUCTION

It has been determined that about 80% of Kenya's landmass comprises arid and semi-arid lands (ASAL), with pastoralism serving as the principal agricultural practice and primary source of revenue. Pastoralism produces between 10 and 44 percent of the African nation's gross domestic product, and the livestock value chain employs more than 1.3 billion people. Pastoralists manage over 75% of Kenya's livestock herds, which provide the majority of the meat on the market. Pastoralism directly supports more than 20 million people in Ethiopia, produces 80% of Ethiopia's yearly milk supply, and provides 90% of East Africa's food. Over 60% of the population of Turkana relies on animal husbandry for subsistence. The production and marketing of livestock in Turkana are based on traditional systems, which are also used to govern the utilization of human, economic, and environmental resources.

In a rapidly changing world, climate change events, the scarcity of humanity's fundamentals, and the fact that animals are kept with old aims and customs and not necessarily for the market are examples of myopic production and marketing ambitions. The economic structure of the 21st century is a market economy in which every industry is defined, engineered, delivered, and sustained by meticulously designed models and systems that strongly link production to markets and customer needs, tastes, and preferences as a metric driving objectivity, competition, profitability, and sustainability of investments. The lack of market orientation in livestock production reduces the need for cooperation and co-creation of value, which are characteristics of market orientation. Designing industrial undertakings with the market in mind will not only provide solid business concepts, but it will also maximize economic opportunities for entrepreneurs in every prospective market segment. This suggests that planning and marketing initiatives for livestock will be valuable and strategic. Livestock production and marketing systems are less likely to be short-sighted if they create clear paths for long-term business goals and growth, align livestock development and business programs with market needs identified through market research and analysis, and value competitive marketing and sales strategies, financial planning, budgeting, and forecasting, innovations, and feedback mechanisms.

The expected foresight in livestock development programs is bolstered by a comprehensive description of projects, an analysis of the competitive environment, the development of robust marketing plans, the deployment of necessary production and market resources, including expertise, the identification of critical market access factors, and the management of financial and program information. The expected Turkana's forward-thinking and market capitalization is more about aligning and positioning the livestock sector in Turkana to successfully compete and sustain itself now and in the future. Using the existing experiences, a plan for developing the sector, especially livestock production and marketing activities, is crucial in defining corporate objectives, avoiding pitfalls and failure, and achieving growth and success through innovation. Supporting livestock stakeholders and policy institutions requires mindsets that are forward-looking and that can recognize that success does not come without effort and market-based actions. The livestock sector development plan for Turkana is a commitment that should improve creativity, innovation, and production and set long-term plans for the retarded livestock sector, where production and marketing myopia is likely to stay for a long time!

II. LITERATURE REVIEW

A) Marketing Myopia in the Turkana Context in Relation to Theodore Levitt's (1960) Perspective

a. Defining marketing myopia

Theodore Levitt was an American economist of German descent who taught at Harvard Business School and served as editor-in-chief of the Harvard Business Review (HBR), where he wrote an article on marketing myopia in 1960. Marketing myopia, as described by Levitt, is an inward-looking and shortsightedness that causes organizations to focus on selling items rather than considering customers' long-term needs (Levitt, 1960). Marketing myopia is characterized by an inability to comprehend the industry, its market needs, and the essential transformation. According to the myopia of a new marketing panacea and building discipline in a business study by Badot and Cova (2008), marketing myopia is also concerned with marketing and strategy, where businesses are more likely to succeed in the present and future if customer satisfaction is prioritized over product sales. Micheaux and Bosio's (2019) insights on the significance of customer journey mapping for data-driven marketing, successful corporate visioning, and mission prevent long-term failure owing to the assumption that product development and product enhancement strategies are of the highest quality. The Jocz and Quelch (2008) study on the examination of marketing for society emphasizes that the ability to predict the future would facilitate the establishment and administration of enterprises that cater to societal requirements.

The marketing myopia notion emphasizes the importance of addressing customer wants in activities and products (Levitte, 1960; Balmer and Greyser, 2006). Balmer (2011) similarly argues that the marketing myopia idea enhances corporate marketing rationale. Incorporating Maslow's hierarchy of needs of survival, safety, socialization, achievement, and self-actualization into defining the market needs of the entire population in accordance with Edelman's (2010) study on branding in the digital age and allocating resources appropriately will help the business significantly address market needs. As stated in the De Keyser et al. (2015) study on multichannel customer segmentation, customer needs and priorities are continuously changing, and today's growing sectors may be tomorrow's declining sectors. The solutions proposed by Hughes et al. (2019) include the reinforcement of corporate marketing, the integration of corporate identity, and the development of a corporate communication framework. According to Levitte (1960) and Porter and Kramer (2006), firms and marketers are unable to competitively meet the needs and wants of the population if they lack the vision or long-term plan required to completely know what business they are in and how to continue in it. In the absence of expansion opportunities, Badot and Cova (2008) argue that a belief in unique offerings can lead to the demise of a business, while a growing market reduces the manufacturer's need to think critically or creatively to solve a consumer problem, which should be identified in its entirety.

b. Self-deceiving cycle in marketing myopia concept

The theory proposes that organizations can experience growth and success if they emphasize enhancing the value and usability of their existing products above focusing on sales. According to Lemon and Verhoef's (2016) insights regarding the need for understanding customer experience by participating in the customer satisfaction journey and Smith et al. (2016) redefinition of new marketing myopia, which is strongly linked to the principle of marketing myopia, customers are loyal to the ability of products to satisfy their desires and not to the products themselves. Products have a limited shelf life before demand moves to other techniques that offer the same benefit. According to Malthouse et al. (2019) research on process control for monitoring customer engagements, a self-deceiving cycle guarantor is the belief that growth is assured by an expanding and more affluent population, a noncompetitive substitute for the industry's main product, too much faith in mass production and the benefits of rapidly declining unit costs as output increases, and an obsession with a product that lends itself to carefully controlled scientific experiments. These characteristics are also captured by Levitt (1960). A singular focus on the customer to the exclusion of other stakeholders, a too-narrow understanding of the customer and his or her needs, and an inability to comprehend the altered social environment of the business that necessitates the participation of multiple stakeholders are all examples of customer-centricity (Smith et al., 2009).

c. Tracking the causes of marketing myopia

Iacobucci et al. (2019) on the state of marketing analytics in research and practice portray an inwardly-focused view of company and industry as detrimental to the innovative and competitive processes that keep the business on track. In Balmer's (2011) and Smith's (2016) studies on the market link between competitive advantage and corporate social responsibility, it is also demonstrated that a company's vision, objectives, and strategies for achieving them are hampered by its inability to adapt to rapid changes in the marketplace. According to Balmer (2011), firms that emphasize customer needs over product sales outperform those that prioritize sales volume, provided that the product's consumers are taken into account. Business development becomes myopic if stakeholders are not involved in product innovation, market structure, or marketing system design. According to Villarino and Front's (2015) research on market sustainability, interests cannot be articulated when stakeholder boundaries are uncertain. As a result, it becomes necessary to manufacture a variety of products of sufficient quality and quantity to suit all consumer expectations. It is also emphasized in Wedel and Kannan's (2016) study on marketing analytics for data-rich business environments that it enables a company's ability to comprehend the transformed commercial, social, and economic environment, achieve rapid and increased sales, adapt to societal trends, and use market research to address business and consumer needs (2018).

d. Role of market research towards marketing myopia

Marketing research is essential for the growth of markets, the introduction of new products, and the empowerment of enterprises. It enables business managers and a variety of other stakeholders to know precisely what to accomplish across company segments in order to satisfy target product customers (Iacobucci et al., 2019). Consequently, the capacity to identify business focus areas, as described in Hollebeek and Macky's (2019) study on driving brand engagement through business influencers, permits the definition of a corporation's product breadth and scale, which is essential for expanding the consumer base. In addition to reducing marketing myopia, market research enables management to monitor customer behavior patterns so that they can make informed business decisions. Moreover, according to Berger et al. (2007) research on the emergence of markets for future needs, it is evident that changing consumer perceptions and product preferences mislead businesses that seek to standardize production. Therefore, firms with a strategy that is consistently aligned with the shifting preferences of their target consumers enjoy a competitive advantage and a substantial market share in future markets (Smith et al., 2016; Malthouse et al., 2016).

According to Malthouse et al. (2019) study on process control for monitoring customer engagements, marketing research is essential for the examination of competitors and the straightforward determination of their strengths and weaknesses, as well as the exploitation of available opportunities to maximize sales in regions with intense competition. Faulds et al. (2018) also discovered that buyers seek value for their money, yet they are more drawn to high-quality and unusual products. Therefore, the ability to assess the capabilities of rivals drives businesses to broaden their client targeting through products with added value and effective operations services. As a result, according to Levitte (1960), the company's management would design a comprehensive plan for the segmentation, targeting, and positioning of products in all markets, to the satisfaction of a wide range of clients served at different business and market levels.

B) Organizational Capabilities for Competitive Business Positioning

The capacity of an organization to maximize the benefits of marketing research aids strategic sales forecasting and actions related to determining the quantity of outputs and economic returns from markets (Ali et al., 2018). According to the study of Iacobucci et al. (2019) on the state of marketing analytics in research and practice, a refined end-to-end communication mix among stakeholders would also eliminate blind spots capable of causing and maintaining marketing myopia. Thus, organizational management and strategy holders would successfully accelerate the introduction of products to markets and greatly reduce the risk and loss that could result from a narrow and imbalanced emphasis on products and sales. According to the findings of Tabesh et al. (2019) study on using data strategies for business success, marketing research prevents marketing myopia by focusing on the firm's objectives. This enhances impartiality and places greater emphasis on business content and methods designed to meet consumer requests with profitable and competitive products.

Marketing research identifies markets and client segments, hence restricting the impact of products promoted to all customers. In addition, according to the research conducted by Vakulenko et al. (2019) on service innovation in e-commerce, marketing research minimizes the possibility of moving brands into further categories, one of the most detrimental forms of myopia that negatively affects enterprises. In addition, the move to new company categories may pose a threat to local businesses, but a more comprehensive and effective approach may have the opposite effect. Micheaux and Bosio (2019) also report that an increasing proportion of clients have developed a novel form of marketing resistance. Notable is the predominance of mental tendencies that assist contemporary civilization in avoiding marketing fundamentalism and colonialism (Wedel and Kannan, 2016).

C) A Good Way to Minimize the Risk of Failure

It is always prudent to limit failure risk to protect the entire organization from poor performance and failure. This is accomplished, according to Villarino and Font (2015) and Malthouse et al. (2019), by acknowledging the needs of firms' stakeholders. According to directives controlling business activities, it is vital to strengthen the establishment of planned alliances and stakeholder commitments to the global business strategy, as well as the development of long-term, profitable relationships with customers that are focused on the renewal of business intentions (Faulds et al., 2018). Although internal marketing is crucial, it is more effective when coupled with external marketing strategies that alert top management to potential dangers and opportunities as well as measures designed to ensure the production of full marketing packages.

The corporate business purpose falls within the required scope due to a more inclusive definition of client needs and preferences. This also affects how much businesses must invest in operations to consistently offer the quality and quantity of items demanded by the market throughout the year (Lemon and Verhoef, 2016). The strategy also aids in identifying business environment changes that may necessitate plan adjustments. Investing in market and marketing research enables the senior management of commercial organizations to reduce the likelihood of market saturation and strengthen the management and processes used to oversee corporate operations. According to De Keyser et al. (2015) and Micheaux and Bosio (2019), while competitiveness and profitability are essential for positioning businesses in any business climate and driving innovation, organizations are also expected to minimize divergence in production and the management of consumer needs, desires, and even behaviors. Also, learning and originality aid in acquiring insights into the validity of management, hence enhancing the company's business portfolio and expansion-related knowledge and actions (Badot and Cova, 2008).

D) Role of Technology in Managing Marketing Myopia

For firms to achieve success in corporate planning, market segmentation, and customer diversity, programs, and technology expenditures are required. In most instances, technological investments are efficient, effective, and precise, facilitating the formation and implementation of decisions that are beneficial for businesses, their customers, and other stakeholders (Tabesh et al., 2019; Hollebeek and Macky, 2019). This depends on how organizations interpret the findings of market research. Organizations committed to providing customers with a sense of value will work to eradicate marketing myopia so that the products manufactured and distributed in diverse marketplaces may satisfy observed demand and boost customer happiness (Smith et al., 2016). This also depends on how well the company maintains consumer-specific transparency and brand value (Berger et al., 2007; Ali et al., 2018).

III. RESEARCH METHODOLOGY

A) Research Design and Approaches Based on Study Area Context

Given that this is the first study to focus on marketing myopia in the context of Kenya’s drylands livestock production, exploratory and descriptive research designs, and a mixed-methods study approach were utilized to examine the relationship between traditional livestock production and marketing practices and the commercialization, value co-creation, sustainability, and entrepreneurship orientations as transformative paradigms for creating marketing myopia consciousness.

B) Data Collection, Analysis, and Presentation

The sampling of primary respondents, i.e. livestock traders in the Kakuma, Lokichoggio, Lokichar, Kainuk, Lorugum, and Kerio markets, was conducted at random, yielding 90 traders (n = 15 each market) representing 50 percent of the sampling frame. In addition, ten respondents from government and civil society were selected on purpose to participate as secondary study participants and provide information about livestock programs, policies, market prospects, and difficulties. The semistructured questionnaire was administered to both the primary and secondary participants of the study. During data gathering, Participatory Rural Appraisal (PRA) instruments, such as interviews, visualization, ranking, and scoring approaches, were utilized appropriately. Direct observation and a review of the literature offered more data on the data output from PRA tools and the triangulation used to confirm the data and findings.

The data from 10% of the study respondents (10 participants) was used to ascertain the validity and reliability of the research tools (mainly the questionnaire). Three livestock development experts identified and scored the research tools on a 5-point Likert scale on relevance, organization, and completeness (SD=Strongly disagree; D=Disagree; N=Neutral; A= Agree; SA=Strongly agree). On the item content validity index (I-CVI), an average congruency percentage (ACP) of 0.96% was obtained. Face validity results showed that CVI was 0.89 and ACP was 0.94. The validity result of 0.96% was above the minimum acceptable level. On the reliability of the instruments, the test-retest reliability of 0.821 was statistically good reliability ($\geq 0.8 < 0.9$ [good reliability]). The 2-tailed correlation was significant at the 0.01 level. Cronbach's alpha reliability coefficient analysis results were 0.832 above the minimum of 0.7. Therefore, the study tools were highly valid, reliable, and appropriate for the study.

Using descriptive statistics, the data was analyzed. Initially, numeric variables were analyzed using means, standard deviations, and frequencies and percentages for categorical variables in the four study themes: myopia characterization in the context of Turkana, myopia market-based factors, myopia's impact on the livestock economy, and strategies to mitigate the effects and build stakeholder and market capabilities. Content, narrative, and discourse forms of qualitative analysis were utilized to analyze qualitative data, and the results were used to validate and support the quantitative data and findings.

IV. RESULTS AND DISCUSSION

A) General characterization of marketing myopia in the Turkana context

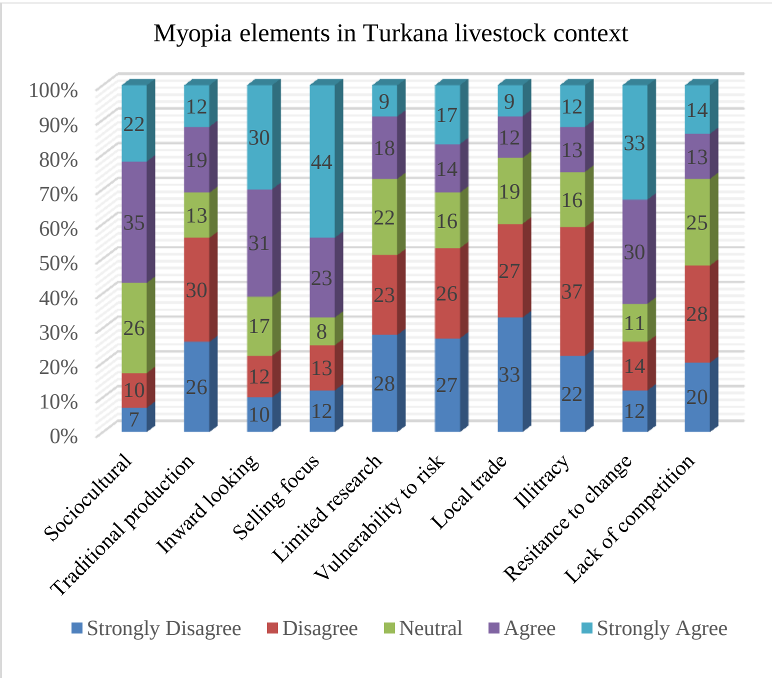
The study identifies selling focus, inward-looking, resistance to change, and social-cultural beliefs and practices as the leading factors defining myopia in the livestock production and marketing context of Turkana, with an average mean of $\bar{x}$=3.62 from the responses of 72.4% of study participants. The highly prioritized myopia factor is selling focus $\bar{x}$=3.74. This is because the main thing that makes the majority of livestock keepers (95%) take animals to the market is the need for cash to address emergent problems and cash needs, mainly food, school fees, and medical services. This substantiates why selling focus is the greatest contributor to myopia. The fact that herders can access money from markets whenever they take animals for sale means they can continue accessing the money from markets if they have commercialized livestock production.

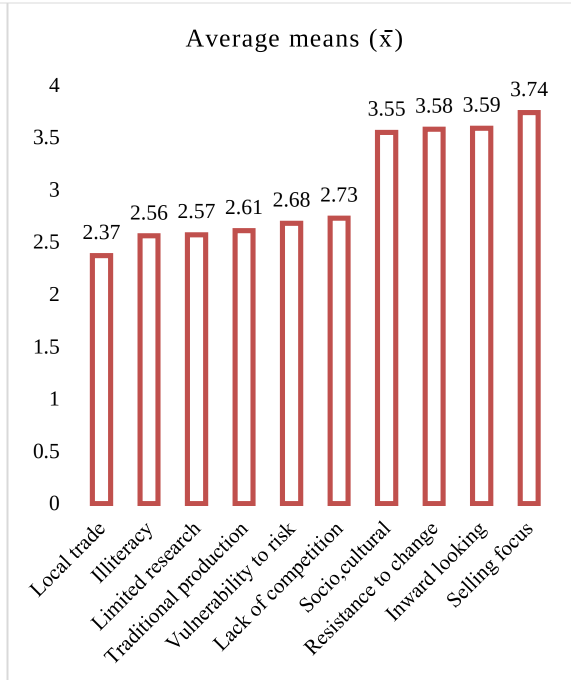
Limited competition, risks, traditional livestock production practices, and limited research, with an average mean $\bar{x}$=2.65 from responses by 53% of study participants are other important factors of myopia. Illiteracy and localized trade were ranked as the least likely factors causing myopia. However, they remain significant, with an average mean $\bar{x}$=2.47 from responses by 49.4% of study participants. Therefore, the factors leading to myopia in the livestock marketing context are all significant, with standard deviations showing the data scattered around the means. The distribution of respondents' scores on a Likert scale, average means, and standard deviations (Table 1).

Table 1: Characteristics of marketing myopia in the Turkana livestock context

	Parameters assessed	SD	D	N	A	SA	Total	Mean	Std Dev
1	Traditions and cultural beliefs	7	10	26	35	22	100	3.55	3.22
2	Traditional production systems	26	30	13	19	12	100	2.61	2.46
3	Inward looking	10	12	17	31	30	100	3.59	3.31
4	Selling focus	12	13	8	23	44	100	3.74	3.51
5	Limited research outputs	28	23	22	18	9	100	2.57	2.40
6	Vulnerability to risk	27	26	16	14	17	100	2.68	2.56
7	Local trade	33	27	19	12	9	100	2.37	2.22
8	Illiteracy	22	37	16	13	12	100	2.56	2.38
9	Non-responsive to change	12	14	11	30	33	100	3.58	3.34
10	Lack of competition	20	28	25	13	14	100	2.73	2.53

The figures below show data relations on elements characterizing marketing myopia in the content of Turkana livestock production and marketing.





The results of the qualitative study demonstrate that myopia in livestock marketing is a real problem with significant ramifications for the livestock economy and people's way of life. There is a great deal of inward focus among livestock keepers and dealers, who are primarily motivated by their own personal and family requirements. As a result, they are hesitant to use the opportunities given by the local and exterior markets. Despite difficulties, livestock husbandry in Turkana has proven sustained, and livestock and livestock products are exchanged virtually daily throughout the seasons.

With forward-thinking, locals might make livestock marketing their primary source of income. Instead of focusing primarily on sales, herders and local merchants might cultivate relationships with varied consumers, thereby accelerating livestock output and market ties. The paper also identifies initiatives made without proper research to develop the livestock sector in Turkana. Pastoralists' mass production of livestock without knowledge of market demand will not increase the contribution of livestock to the economy of Turkana. The lack of a vibrant market structure and competition will not increase the market potential, which may spur livestock commerce and investment.

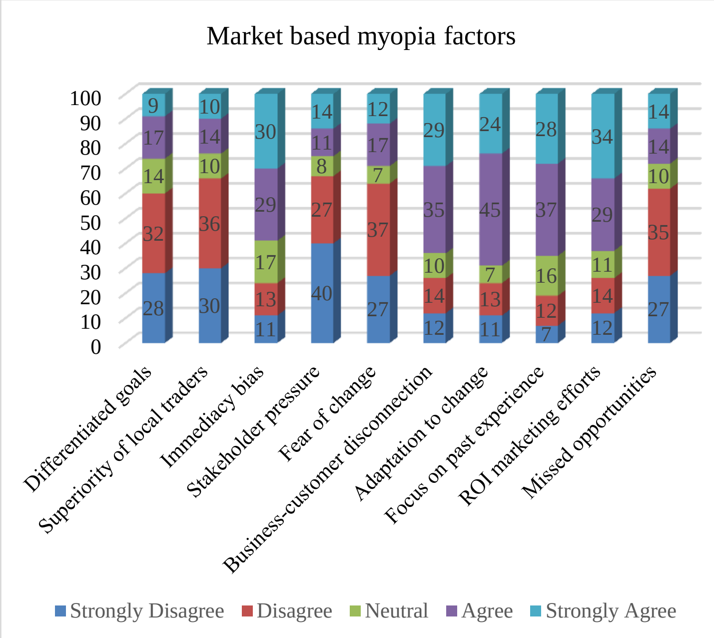
B) Market-based factors causing marketing myopia in Turkana

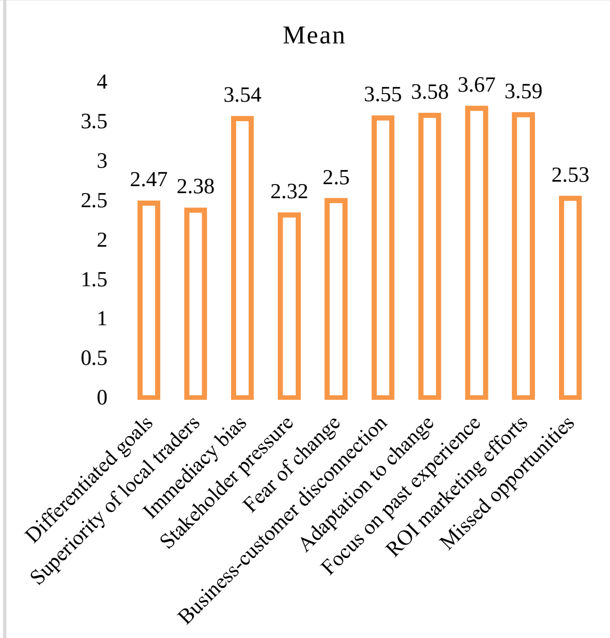
The key market-based factors contributing to myopia in livestock marketing in Turkana are the scale of ROI marketing efforts, focus on past experience, slow adaptation to change, weak business-customer relations, and immediacy bias, with an average mean $\bar{x}$=3.59 by 71.8% of study participants. The leading market-based myopia factor is focused on past experience, with an average mean $\bar{x}$=3.67 denoting an average of 73.4% of study participants. Fewer score parameters, though significant, are missed opportunities, fear of change, stakeholder pressure, the superiority of local traders, and differentiated goals, with an average mean $\bar{x}$=2.44 by an average of 48.8% of study participants. For market-based myopia factors, it is established that standard deviations for all parameters assessed are concentrated around the mean (Table 2).

Table 2: Market-Based Myopia Factors in Turkana Livestock Marketing

	Parameters assessed	SD	D	N	A	SA	Total	Mean	Std Dev
1	Differentiated goals	28	32	14	17	9	100	2.47	2.31
2	Superiority of local traders	30	36	10	14	10	100	2.38	2.24
3	Immediacy bias	11	13	17	29	30	100	3.54	3.28
4	Stakeholder pressure	40	27	8	11	14	100	2.32	2.27
5	Fear of change	27	37	7	17	12	100	2.5	2.37
6	Business-customer disconnection	12	14	10	35	29	100	3.55	3.30
7	Adaptation to change	11	13	7	45	24	100	3.58	3.30
8	Focus on past experience	7	12	16	37	28	100	3.67	3.35
9	ROI marketing efforts	12	14	11	29	34	100	3.59	3.35
10	Missed opportunities	27	35	10	14	14	100	2.53	2.40

The below figures show data relations on market-based myopia elements in the Turkana livestock marketing context.





The results of the qualitative analysis revealed poorly differentiated objectives that disperse the livestock marketing efforts of the local traders, each of whom is motivated by their own personal and domestic demands. Local traders who believe that livestock and livestock products from Turkana are superior are likewise characterized by pride. This has prevented them from comparing the performance of local breeds with those from other drylands, which are superior and have a competitive space in various market jurisdictions. Immediacy bias is harming the efforts of local herders and traders to aggregate animals, as time-sensitive financial considerations continue to divert focus away from long-term objectives, making the desire to sell animals the primary motivator. Therefore, aggregating animals for future or spot markets is not a common practice.

Prioritizing short-term advantages over a long-term growth plan greatly retards livestock production and commercialization, hence reducing livestock-based incomes to subsistence levels. Fear of change causes local farmers and traders to cling to familiar habits, and adopting new strategies appears risky to them. Many of them believe that altering livestock production and commercial structures can bring risk and unpredictability, hence fostering myopic tendencies. The majority of herders and merchants are unaware of their consumers! This is because marketing does not drive livestock production, and a persistent focus on the past prevents them from embracing new tactics, even if they are superior to their current methods.

C) Impact of Marketing Myopia on the Livestock Economy in Turkana

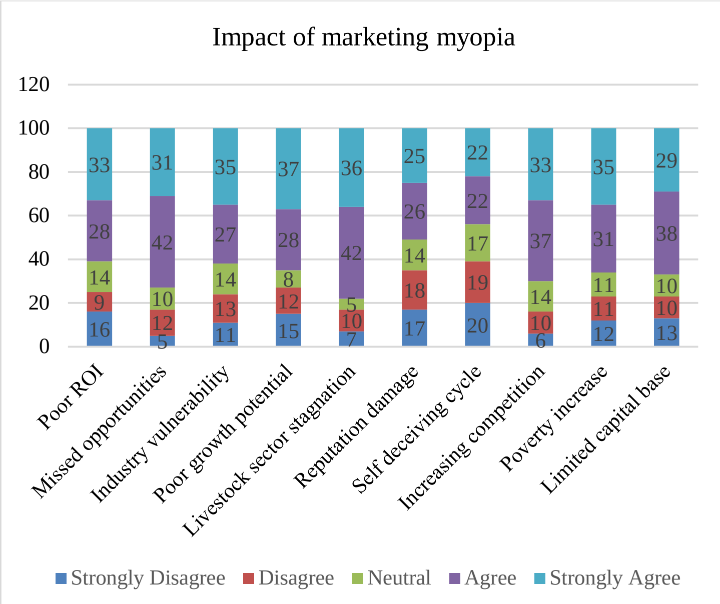
The study establishes that marketing myopia negatively impacts Turkana's livestock market economy and livelihoods. The impact factors that are more severe are livestock sector stagnation, missed livestock market opportunities, increasing competition, especially in tertiary markets, an increase in poverty among livestock herders, a limited capital base, especially for livestock traders, and the low contribution of livestock to the growth of the area. The average mean of these parameters is ($\bar{x}$=3.72), which represents scores made by an average of 74.31% of study participants. The least ranked but significant myopia impact factors on the market are poor ROI, reputational damage, and self-deceiving cycles, with an average mean ($\bar{x}$=3.28) representing scores from 66% of study participants (Table 3).

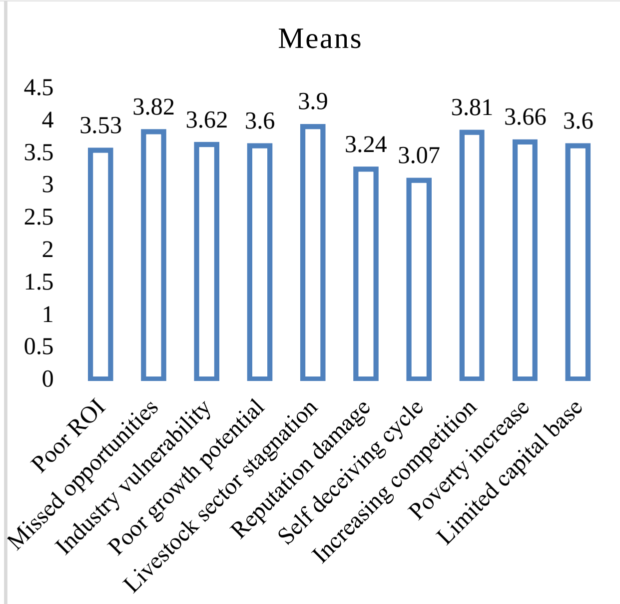
Table 3: Impact of marketing myopia on the livestock economy of Turkana

	Parameters assessed	SD	D	N	A	SA	Total	Mean	Std Dev
1	Poor ROI	16	9	14	28	33	100	3.53	3.31
2	Missed opportunities	5	12	10	42	31	100	3.82	3.48
3	Industry vulnerability	11	13	14	27	35	100	3.62	3.37
4	Poor growth potential	15	12	8	28	37	100	3.6	3.39
5	Livestock sector stagnation	7	10	5	42	36	100	3.9	3.57
6	Reputation damage	17	18	14	26	25	100	3.24	3.05
7	Self-deceiving cycle	20	19	17	22	22	100	3.07	2.91

8	Increasing competition	6	10	14	37	33	100	3.81	3.48
9	Poverty increase	12	11	11	31	35	100	3.66	3.41
10	Limited capital base	13	10	10	38	29	100	3.6	3.34

The below figures show data relations on elements depicting the impact of marketing myopia on the livestock economy of Turkana.





Limited value addition and sluggish modernization of livestock production and commerce are hindrances to livestock development and cause stalling of efforts, according to qualitative analysis findings. Compared to other pastoral regions where livestock commercialization is expanding, such as the counties of Kenya's East and North East, herders and traders in Turkana are missing out on a number of opportunities associated with livestock marketing. This results in the loss of prospective income streams and possibilities to compete in other potential markets. Turkana has maintained a high level of poverty throughout the years.

If livestock production is monetized, the livestock economy may bring about a transition that reduces poverty. These developments will accelerate the growth of industry in Turkana's economic sectors. The poor Internal Rate of Return (ROI) is based on limited investments, and self-deception remains a confusing factor, i.e., relating the growth of the livestock sector with increasing population, lack of belief in the negative impact of competition, inability to measure economies of scale, lack of balancing supply and demand forces to regulate livestock production and costs of accessing markets, assuming consumers and their needs remain the same, and failing to recognize the impact of quality standards.

D) Strategies to Limit Marketing Myopia in the Turkana Marketing System

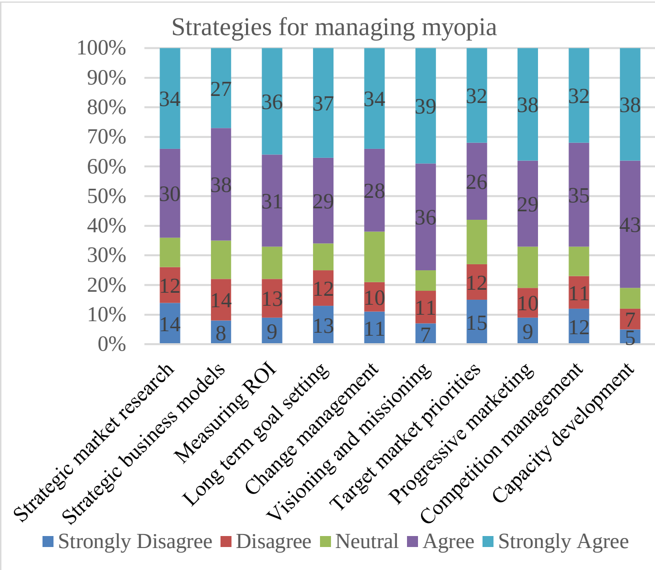
The study established that capacity development, visioning and missioning, progressive marketing, and the determination of ROI based on investments are key strategies for limiting myopia and impacting the livestock economy of Turkana. The average mean of these elements is $\bar{x}$=3.82, translating to scores from 77% of the study participants. Other strategies that are worth considering are long-term goal setting, change management, competition and rivalry management, strategic marketing research, the application of strategic business models, and targeting current and future market opportunities. The average means of these elements is $\bar{x}$=3.28, translating to scores from 72% of study participants (Table 4).

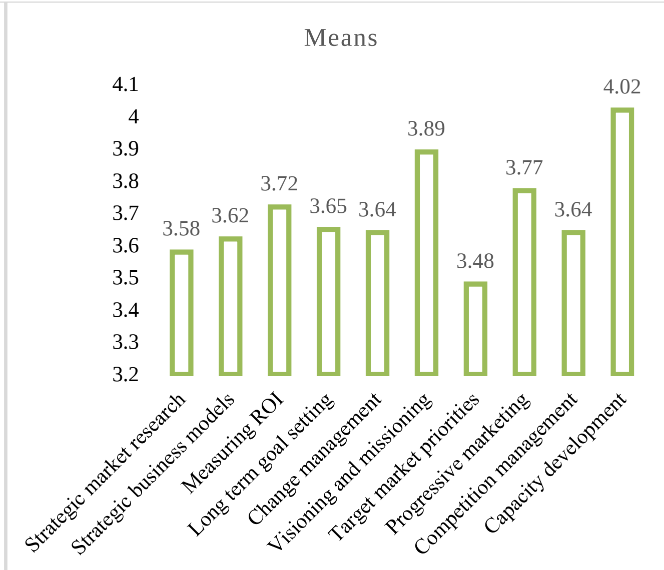
Table 4: Strategies to Limit Marketing Myopia in Turkana

	Parameters assessed	SD	D	N	A	SA	Total	Mean	Std Dev
1	Strategic market research	14	12	10	30	34	100	3.58	3.35
2	Strategic business models	8	14	13	38	27	100	3.62	3.32
3	Measuring ROI	9	13	11	31	36	100	3.72	3.44
4	Long term goal setting	13	12	9	29	37	100	3.65	3.41
5	Change management	11	10	17	28	34	100	3.64	3.37
6	Visioning and missioning	7	11	7	36	39	100	3.89	3.57
7	Target market priorities	15	12	15	26	32	100	3.48	3.26

8	Progressive marketing	9	10	14	29	38	100	3.77	3.48
9	Competition Management	12	11	10	35	32	100	3.64	3.38
10	Capacity development	5	7	7	43	38	100	4.02	3.65

The below figures show data relations about elements that can help mitigate the effects of marketing myopia in Turkana and similar dryland livestock production and marketing contexts.





The results of the qualitative study reveal the need for capacity development among livestock herders, traders, and livestock development stakeholders in order to comprehend the state of the livestock economy, and the socioeconomic benefits, increase knowledge and skills, and transform attitudes toward accepting livestock commercialization and value co-creation. In order to produce healthy, productive, and marketable livestock and livestock products, it is essential to establish not only marketing but also production objectives. Inability to establish objectives results in missed possibilities in livestock production and marketing in Turkana, one of the leading livestock-producing regions of the Horn of Africa. In addition, informal and semi-formal livestock production and trade are detrimental to the sector's growth prospects. Insufficient research and a lack of flagships to increase production and marketing performance are frequently cited as explanations for the gaps and inefficiencies in the Turkana livestock industry.

V. IMPLICATIONS

An improvement in marketing myopia knowledge will strengthen the ongoing structuring of livestock production and marketing in Turkana and other livestock-rearing regions of the country. The knowledge will strengthen the growth of livestock-based businesses and improve the market intentions of herders and merchants. The local market will be aimed toward identifying existing and future market needs, which are essential for the development of livestock resources to the satisfaction of customers and the establishment of a vibrant market economy. The outcome of the study will assist in the identification of further market opportunities and identify strategies for capitalizing on them for the sustainable growth of the livestock industry and the profitability of firms reliant on livestock. Successful businesses in Turkana and similar contexts must take a comprehensive approach to their products, services, marketing efforts, and total consumer demand fulfillment.

The study's findings will boost customer happiness, encourage additional research and development (R&D), and integrate the significance of product diversity, supply chain, backward linkage, and mass manufacturing into the vitality of marketing operations. The market research findings of this study will support efforts for forward-looking policy direction and market management. This will allow livestock husbandry and industry initiatives to keep up with the speed of change by transforming outdated ideas and beliefs to accommodate new business demands and rising customer expectations. In fact, massive demand or population expansion cannot ensure sustainable growth, and the study is categorical on the necessity to build connections within the livestock sector, which is essential for managing all components and processes involved in livestock production and marketing.

The definition of customer preferences and their corresponding value-added investments, pricing, and technological advancements in the livestock sector, both from production and market perspectives, will define the future needs of customers and the industry, given that demand must be created to sustain itself in the market and compete with rivals. This innovation will also promote the diversification of livestock-based enterprises and the consolidation of ideas that go beyond standard and routine procedures that are not actually linked with market potential. In today's business environment, manufacturing efficiency, cost management to gain competitive advantage, excellent customer service, and a strong presence on all marketing platforms, especially social media platforms, are essential. The County Government of Turkana will use the study's findings to support the performance of all livestock development components (markets, institutions, research units, etc.) through a market-based systems strategy.

VI. RECOMMENDATIONS FOR APPLICATION

A) Livestock Productivity from a Market Perspective

It is time for herders in Turkana to adopt a market-driven approach to livestock production. Traditional goals and practices of livestock production have, for many years, stifled the growth of the livestock sector, which has been used largely to meet sociocultural and dietary demands. Taking a step back in one's understanding of livestock farming, particularly among pastoralists, can aid in redefining the vision of livestock farming in Turkana and the benefits that farmers, households, and markets will derive from it. If this paradigm is followed, the perspective on livestock production and the economy of pastoral communities will undergo a philosophical shift.

A rethought policy orientation for livestock farming in Turkana will result in the formulation of long-term objectives that will instill a market as the ultimate objective in the minds of all livestock stakeholders. With a good understanding of market needs, livestock production will be aligned with consumer needs, and the dynamics of livestock markets will encourage livestock producers and entrepreneurs to remain open-minded and flexible, increase the productivity of livestock farming, and limit myopic tendencies that will continue to bound opportunities for expanding the livestock sector and the socioeconomic development of the livestock sector.

B) Livestock Commercialization and Marketing

The County Government of Turkana and its development partners must invest in extensive market research studies to determine the appropriate livestock production systems, commercialization plans, and market requirements. The mapping of consumer demands should be a component of market research investigations. The marketing framework for livestock must be defined, and varied consumer needs must be linked to the appropriate market segments. In addition, government and livestock market programs can construct buyer personas by emulating market groups, stakeholders, and consumers in order to guarantee the objectivity of livestock marketing operations aimed at achieving customer happiness. Also, define and integrate an appropriate marketing mix and price-value matrices for various animals and livestock products depending on seasonality and business dynamics into the livestock marketing system. In order to guide the commercialization of livestock and the performance of livestock markets in Turkana, it is essential to implement marketing methods that are both adaptable and optimal. Livestock partners' roles and interests should be honored, as it is true that 'each partner in a relationship possesses power.'

Inclusion, empowerment, and participation of stakeholders in all phases of designing a livestock commercialization and marketing plan for Turkana are essential. At many levels of livestock marketing activities, the government and livestock development institutions should encourage communication and mutual interconnectedness. In the process of commercializing livestock, it is necessary to avoid market saturation, improve the effectiveness of top management of livestock markets, increase strategies for dealing with market dynamics, capitalize on market growth opportunities, and guarantee consumer satisfaction with the desired quantity and quality of products. To reduce blind spots in livestock business programming, frameworks for livestock commercialization and marketing employ consumers' current and future preferences as a means of mapping and profiling livestock production and market requirements in a more sustainable manner.

C) Value Co-creation

Customers are expected to engage in a high level of participation and cooperation with businesses during the value co-creation processes in order to customize and invent new products and services. A well-defined value co-creation strategy for Turkana livestock production, commercialization, and market plan financing will provide a tremendous boost for livestock sector growth and future-focused development. Utilizing a value co-creation strategy, stakeholders should come up with innovative, new ideas for the livestock industry and forge relationships with other sectors of the economy that are essential for the social and economic transformation of livestock-keeping communities and entrepreneurs. Human, financial, and social capital requirements for constructing livestock enterprises, collecting and sharing knowledge, and exercising decision rights must be accounted for in livestock production and marketing programs.

The government and development partners must foster discussion, access to production factors and markets, risk assessment, and transparency systems to support the integration of value co-creation into livestock undertakings in Turkana. A value co-creation strategy that emphasizes customer demands and satisfaction will ease the measurement of marketing ROI and the development of customer-centric services. Value co-creation principles drive the use of integrated marketing concepts that span market needs, desires, and demands, products and services, value fulfillment and quality, exchange transactions and connections, and market stability and season-long functionality. The enlightenment brought about by the value-co-creation idea of livestock production, product development, and marketing will eliminate marketing myopia by fostering a consciousness that broadens the scope within which livestock firms can meet market demands.

D) Sustainability and Entrepreneurship Orientation

Sustainability and entrepreneurship are frequently viewed as dichotomous notions with a tradeoff connection, wherein the greater the social and environmental issues, the smaller the private and commercial rewards. The government of Turkana and livestock development partners can determine the growth rate of the livestock industry and ensure that human, social, economic, and environmental factors fit with the business's potential. This is made possible by identifying the social responsibility of individuals and partners, assessing and regulating attitudes, and balancing the sustainability and entrepreneurship of the livestock industry. Sustainability orientation should also be used to educate and mentor stakeholders, leading to risk-taking by motivators based on evidence generated.

The sustainability orientation plans also encourage entrepreneurs to design livestock marketing campaigns based on trends, the present growth trajectory, new developments, and shifting market dynamics. Understanding the business climate and socioeconomic capabilities will enable livestock businesses to compete and provide superior services to a variety of consumers. The government should encourage the development of innovative concepts, the piloting and testing of tactics, the acceptance of failure and risk-taking, and the hiring of various perspectives. Governments and livestock development stakeholders must invest in competitive intelligence, create digitalization and sustainability orientation frameworks for livestock, and employ innovation to manage shifting consumer behavior. As the world has been changing, marketing must also change in order to remain competitive. A focus on sustainability positions livestock endeavors at the center of the environment and society.

VII. CONCLUSION

The conclusion of the study is that marketing myopia in the context of livestock production and marketing in Turkana is genuine and has substantial implications on the livestock economy, livelihoods, and socioeconomic development of livestock-dependent populations and enterprises. Visible examples of myopia in the context of Turkana include herders not selling their animals and traders focusing solely on sales without regard for consumer requirements. This sort of inward focus restricts the goal of livestock farming in Turkana, and livestock commerce is not driven by market demands. To be influenced include cultural values, unorganized marketing systems, inadequate competition management, and high illiteracy rates. The study also concludes that market-based myopia factors, such as economic returns from markets, past experiences, slow change acceptance, and management, weak business-customer relations, and immediacy bias, must be addressed through market development systems that are holistic and that enhance the functionality, competitiveness, and sustainability of livestock markets.

The impact of marketing myopia on Turkana is creating livestock sector stagnation, missing livestock market opportunities, an increase in poverty among livestock herders, a restricted financial base, particularly for livestock traders, and a low contribution of livestock to the area's growth. These obstacles can be overcome by including livestock sector development in government and policy development plans. To transform marketing myopia into livestock development possibilities, the following techniques have been identified: capacity development, visioning and missioning, progressive marketing, and ascertaining the return on investment of livestock-based activities. The study strongly suggests that the commercialization of livestock production and marketing in Turkana, the development of programs for value co-creation, and the enhancement of sustainability and entrepreneurship orientation will help address the issue of marketing myopia in Turkana on a large scale.

VIII. SCOPE FOR FUTURE RESEARCH

Myopia in the livestock sector is a broad area for research that can help address not only market-related changes but also create opportunities for improving structural, strategic, administrative, and resource economic pillars that are essential for building strong business prospects and meeting long-term consumer needs. Myopia management in livestock production and marketing will revolutionize production processes and strengthen farm-to-market ties, resulting in products that are more desirable to a variety of buyers in diverse market jurisdictions. To establish a road map that can significantly improve the livestock industry, it is necessary to conduct additional research on livestock marketing, value co-creation, sustainability, and entrepreneurship orientation in Turkana and similar dryland environments.

Disclaimer
The views stated in this article are those of the authors and do not necessarily represent those of any of the entities mentioned.

Interest Conflicts
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