

Beyond Academic Career Progression, Job Enhancement and Promotion: Who are the Marketing/Management Lecturers Really Addressing in their Research Writings?

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Abstract

It is the mantra in the academic world to either “publish or perish”. Without publications in journals, and attendance in National and International Conferences, it is practically impossible for lecturers/tutors to proceed to the next career grade or promotion especially in Nigerian tertiary institutions. The current mantra “publish or perish” drives all faculty members and lecturers towards research and publication in reputable journals. Most especially in the universities and most first generation polytechnics in Nigeria, where the value of the publication is respected when it is in refereed journals, preferably those which have achieved very high reputation. This paper is to examine the extent to which academic research papers must inform, educate, contribute to knowledge and entertain the practitioners who are engaged in either management or business lecturing. There are evidences in the western world of Europe and America especially, and particularly in Nigeria that our management and business journals are neither read nor recognized by the practitioners. Do the practitioners and government officials even read or consult our journals in Nigeria? The consequences for academics and other writers is that if our papers are not read by practitioners in the subject area is very fundamental. We can use the research papers for professional career promotion in our place of employments, but should this be the only reason? We must try to write and publish our papers to meet the demands of academically related journals and publications, which will further our careers and also to use the outlets that are likely to be read by the practitioners. It is a somewhat difficult, but not an impossible task. The evidence from this paper especially from the United Kingdom and Nigeria will lay semblance to what is obtainable in Nigeria. The readership of our work most likely are disappointingly exclusive. This paper evaluates the models of academic research writing, the sources of materials for writers and lecturers in research writing, the findings indicates that if lecturers research writings must be useful, it must involve practical facts relevant to management managers, who will invariably alter their reading habits to accommodate research writings. Managers must also contribute to conference and seminars.

Keywords: *Business, Conference, Management, Publications, Promotions, Journals, Academic Papers, Publish or Perish, Career, Case Study, Academic Research.*

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Background to the Study

The studies in the practice of management, marketing and business has an impact in the way they are complemented within companies. The studies reveal the existence of an implementation gap (Ayozie, 2012) (Meldrum, 1996). There is existence of communication between marketing/business researchers and practitioners. Communication research an essential element essay for implementation by practitioner. Research writings must be relevant to practitioners, vice versa. Many business and marketing classics of yesteryears by Kolter (1998 Marketing Mix), Porter (1957) (Marketing myopia), Mintzberg (1957), Taylor, Fayol (1975), would not be publishable today. It is interesting to note that some of the most enthusiastic contributions and contributors in the journals in the 1950s/1960s, in Europe and America were practitioners and in Nigeria Onah, Omolayole (2006), Kolade, and Efiiofor were at one time practitioners in Nigeria. These days, the academics are more into research writing than practising. It is inconceivable that an article written by a business/marketing practitioner will appear in refereed journals like journal of marketing, international journal of management, journal of marketing research etc. Sighting of practitioners articles are very rare in our ASUU (Academic Staff Union of Universities in Nigeria) or Academic journals, which in the past have prided themselves in empiricism, relevance and applicability. A frequent complaint is that our journals contains little that is relevant to practitioners and there is schism between academics and practitioners. Brown (1995).

Reputable journals are now dominated by the output of academic researchers from universities, research institutions and polytechnics. An examination of the extent to which practitioners are aware of these journals and write for it is very necessary. To practitioners, those academic journals are not relevant to contemporary business issue. Research, business, and marketing, embraces creative, theoretical and practical activities involving the academic institutions (Universities, Polytechnics, Research Institutes, College of Education) and commercial organizations. A major effort has gone into assessing the quality of this research work, especially those emanating from the universities. In England and in the UK. Research Assessment Exercises (RAE) have been a feature of university life since 1986 (Cooper and Otley 1999). Similar exercises have been developed in Europe, Asia and the United States of America. Nigeria does not have the equivalent of RAE, but the National Universities Commission and the National Board for Technical Education in Nigeria, periodically assesses and accredits academic programmes and research activities in universities and polytechnics. But even with that, there is less attention to the extent to which the information is disseminated and to whom it is directed. Dissemination is an important element of exploitation. If the publications and scientific researchers are not disseminated and not used by practitioners, then it is a waste of writing papers. Exploitation may not have been the primary element of publication. If not, why do we need to publish or write? If not for the exploitation by the practitioners for the business, management and marketing research work, it is important they draw upon practical business and marketing practice as it's basic. (Ayozie, 2016).

What should be the objectives of our academic research? Ayozie (2011), Mckenzie et al (2008) listed it as informing other academics, genuine reflection, developing teaching programmes, attracting funding and consultancy and seeking to improve the performance of practitioners

by the publications. Others are for academic advancements, promotions, career programme advancements and progression. Since publication is arguably the major criteria by which academics/lecturers are judged, or promoted (publish or perish) this then forms the essential element of their output. But it is the extent to which the business and marketing practitioners are aware of such publications and are able to draw upon it that forms the major focus of this research paper. Do they read such papers, and are they relevant to them? This paper is based on previous empirical research work and literature review.

Marketing/business activities in the external environment and commercial life is majorly the laboratory for the academic researcher. (Semin and Gergen, 1990). For any firm/company to benefit from cooperating in any academic research depends on whether the researcher(s) communicates the results to the practitioners, and if the practitioners contributed in material facts and detail information to the research writing. Failure to do so leads to increasing resistance by marketing and business practitioners to get involved. Already it is becoming very difficult to engage practitioners in business to be involved in lecturers, seminar works, grant interviews, present papers and even complete our research questionnaire. Their major objections and reasons are that our researchers lack tangible benefits, the waste of employee's time when they have real businesses to attend to, complete lack of interest in our various esoteric research questions using terminologies not relevant to practitioners and choosing topics and papers on the areas not really current and relevant to the current business practices Ayozie (2016), Ball (1998) and Brown (1995). The number of academics in a particular area of interest depends on the number of students enrolling for undergraduate and post graduate courses (the number for management courses is increasing in the universities and declining in the polytechnics, where there is an increase in the technical contents of courses in the polytechnics than in the universities in Nigeria. Ayozie (2011, 2016).

Presently, in the universities and polytechnics in Nigeria, and world over, business management and marketing as a topic area is enjoying an unrivalled rise in popularity. The results is that there is an increasing output of academic research in these subject areas. Falkingham and Reeves (1997), Ayozie (2012). Marketing and Accountancy as a discipline in management leads in terms of enrollment, popularity and choice by students, because of its attendant job placements availability (Ayozie, 2016). The question then arises as to the objectives of such researches by lecturers and how it can be accomplished and disseminated, and to determine the audience for the output. How relevant are useful and those research works to the Nigerian practitioners in the industry? A curious reference is very vital. A journal of Architecture, Engineering, Medicine, Law, Physics and even Physical Chemistry might be read only by the practitioners of Engineers and Physical Chemists. They alone understand the words. Where in this reference does marketing and business journals fit in? Whom do we actually write for? Do they even read the journals and textbooks? Are we in marketing and business writing for marketing and business managers or for those who study marketing/business? There must be a merging of interest between academic and practitioners' interest.

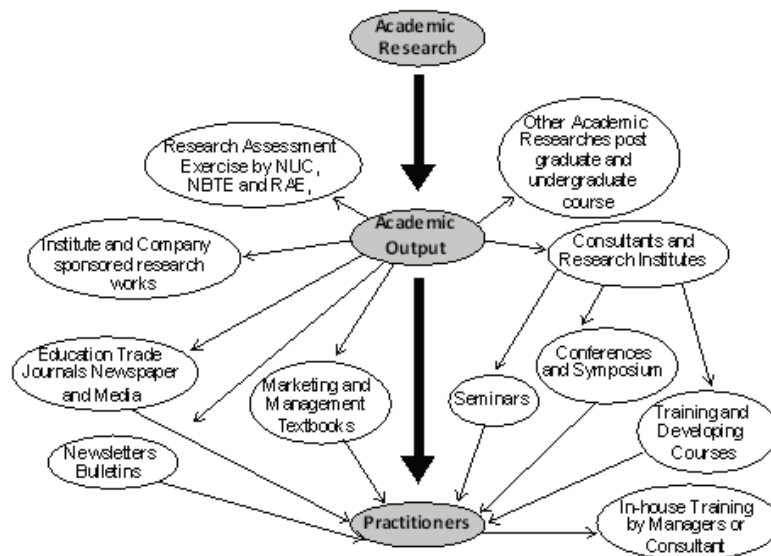
Otley and Cooper (1998) stated that a major objective of research in marketing, management and business studies is to produce for both academic and non-academics communities and to contribute to knowledge and to the needs of the environment and society. The contents and results of the researchers must be read, understand and comprehended by academics and non-academics alike (Ayozie, 2012, 2016). It must be really useful to practitioners in the business environment, if it must be generously cited and used in their business and daily business operations and conversations. The academics/lecturers sets out to keep up with the latest research topics through the journals, consulting and abstracting services. What is really vital is how and to what extent the non-academic community which consists mainly of practitioners, managers and consultants draws upon the written theories and knowledge, opined by many Nigerian researchers and lecturers in the universities and research institutes?

Literature Review

The figure 1 below published in the UK and Nigeria, shows the central position of the academic journals. The figure shows a first part of a study that examines the direct route from academic journal to practitioner, and vice versa. Meldrum (1996), Mintzberg (1975, 1995), Orpen (2005) in Mckenzie, et al (2008), Ayozie (2012) divided the business and marketing literature into academic journals, textbooks, and practitioner magazines. However, the academic journals are not homogenous in terms of objectives and overlap, although there is a considerable overlap between them. Since then, there has been a need to delineate the journals on the basis of the contents. Universities in Nigeria equally categorized their journals on the basis of purely academics which must be dear reviewed. The examination and classification of current marketing academic literature was conducted by using a methodology similar to that of Falkingham and Reeves (1997) who classified publications on research and development (R&D) management. Their research produced four models of R&D “schools of thought”. Ayozie (2012), Falkingham and Reeves (1997). They are;

1. Biological
2. Chaotic
3. Deterministic and finally;
4. Empirical

Figure 1: The investigative framework. (Business and Non-Business Books and Journals)



Source: Mckenzie (2010) Falkingham and Reeves (1997), Mckenzie (2008), Ayozie (2012, 2016)

The Standards for Promotion and Performance of Managers

It is easy to see an unskilled worker doing a poor job. The result is there in a visible form. So it is difficult to assess how well a manager has done. His work is intangible so as an organisation gets larger and more complex, it is important that standard is set and that the personnel are promoted for their achievements. This needs to be done not only on the basis of personal with one manager doing it and another not, but on the basis of company policy, that emphasizes on the acquisition of further education and continuous training and development, of which the different management faculties were established to provide those service (Margerison, 1984). This opened a market for management faculties of Nigerian tertiary institutions of the 1960s.

In addition, the educational institutions have been developed rapidly to provide courses and programmes. The universities, polytechnics and technical colleges over the last thirty years have flourished as an integral part of this new target. Typically, they have had problems in separating out their commercial and their research functions. However, it is clear that the major federal/state funded tertiary institutions are now part of the commercial market place and need to manage their operations as effectively as they instruct others. There can be no doubt, however, that the money which has been put into developing business schools in particular as prestige places for research and education has provided considerable impetus to management education as a whole. We now have literally thousands of people applying their minds to the problem of industry and commerce, and research publications serve not only as knowledge but as a form of marketing. This comes in specially to solve empirical problems of the Nigerian firms/establishments.

What the Nigerian Business Lecturers/Academician Need to Teach and Write in Referred Journal to Interact with the Professional Managers (Town and Gown)

There has been considerable experimentation in the area of educational tuition for managers. Clearly experienced managers do not like to sit or read for long hours behind desks listening to lecturers pontificating about the latest theories and research by the lecturers and professors. As managers, they are men of action and have a very varied, usually exciting, but invariably demanding job. The traditional way of tuition invalidates all these factors associated with management. The lecturers in Nigeria makes the student into a passive person in the education process and it assumes that the lecturer has the knowledge and that the student has little to contribute. This was most suited for undergraduate studies. Practical Nigerian manager required more than this passive approach to learning, writing for managers should be succinct brief and more relevant to their firms. It must be presented in report formats for easier understanding.

The people who come to management programmes are usually very experienced in the day to day problems of managerial tasks. Moreover, they are usually well educated in one specific field, whether it be engineering, marketing, accountancy, medicine, finance, personnel or some other professional background. In addition, they come for a particular purpose. Their reason for attending is associated with particular problem and opportunities that they see in their business. They therefore wish to contribute to the agenda and to have particular issues which concern them discussed. They do not wish to be taught in the formal sense, but rather engage in a dialogue on how new ideas and methods can be applied to their particular work situation. Over the years we have seen, therefore, a number of innovations in educational method and these will continue into the 2020s at a rapid. (Ayozie, 2016, Margierison, 1984). The journals for the managers must accommodate their feelings, areas of interest and must be in the report format style.

Educational Methods used by Managers to Learn in Business Faculties and what Managers must involve when Writing in Journals for Nigerian Managers

The introduction of computer assisted learning systems will speed up the process from a technical point of view. However, in addition to this there are major initiatives being taken to help managers engaged in self-development. All this goes way beyond the other traditional educational method of the case example, and tutorial group systems. In real practical terms, journal papers should be incorporated into these methods for easier relevance and use. Most of the journal articles and topics can be incorporated in this teaching module styles instead of dishing out lengthy academic work and references that has little or no relevance to practical marketing managers in the business and corporate world.

- (a) The case study has stood test of time and proved every valuable in getting managers to look at specific examples and the way in which techniques could be applied. However, the weakness of the case method has always been that it deals with other people's problems at a time and place removed from the present. In a sense it is learning by analogy rather than by direct example (Margieson, 1984). Whilst the case method will continue, I believe that its real value in the future will be in developing real life cases based upon the contributions made by participants in a particular

- programme. This is to say they will bring with them their own cases. Moreover, they will consult with each other on how to tackle these particular cases. In doing so they will not only gain practical interest into their specific problem, but develop the skills of consultation and help. (Margieson, 1984)
- (b) There will be a continuation of the move towards experiential learning. This has already taken many forms, such as getting managers to work on simulated tasks and developing particular experiences so that participants can learn in a practical way without too many risks. At one level the old outward bound system of learning is a classical form of experiential development. However, this has been brought into the classroom by developing small scale management exercises which can be tackled within a relatively short period of time. This has made an enormous impact, but really needs in the future to be reinforced by better feedback systems so that people can really understand what it is they have done.
 - (c) Alongside this development there have been major advances in business games ranging from the sophisticated computer applications through to small scale paper and pencil tests. These are invaluable in giving people an overall idea of how the complexity of business revolves around integrating financial, marketing and production policies together with manpower policies. However, they have not been too valuable in my view for helping people learn about the behavioural aspects of business. Invariably the computer, if used for such a purpose, has a seductive element which rules out consideration of how one achieved ones results in favour of having yet another go for the jackpot.
 - (d) Behavioural training, however, has grown apace and is one of the, if not the major sectors of management education today. The range of programmes goes from the highly right through to the relatively unstructured encounter groups and T groups. However, the latter have fallen into considerable disfavor in the last few years as research results have shown little transfer effect to the business operations.
 - (e) Now there is a move towards more specialized behavioural training programme with special courses on things like negotiating skills, interviewing skills, communication presentation skills. In this the television and the internet facility has played a very important role and will continue to do so into the 2000s. Managers want to learn how to perform better, not in general but in specific areas, and the television gives very powerful feedback of performance. Again we need to improve our feedback systems and processes. It is a time demanding activity and requires very skilled staff to assess the learning process.

Significance of Study

These are few empirical works on whether marketing practitioners read and use the works by lecturers and academician especially from developing countries, Nigeria in general, and Nigeria in particular (Ayozie, 2012, 2016). This study therefore, represents a major attempt to fill the gaps in the literature. The outcome of this study will create awareness for the Nigerian lecturers/academicians in the (Federal, State and Local), private universities and tertiary institutions and the marketing practitioners and managers in private and public firms/corporations in Nigeria. Managers will start reading and using the theories and terminologies in our journals for business practice. A synergy will develop between practitioners and lecturers in Nigeria.

Research Method

Data used for this study is both primary and secondary. Primary data was collected through questionnaire administration on the 200 managers/practitioners of study, and 500 readers of the marketing journals (40 managers each, from the selected 200 managers). Other methods used, were through personal interviews, and from secondary data (Publications in marketing journals, textbooks, bulletins and many writings published by lecturers/writers in peer reviewed journals. Multiple Regression Models were estimated, and this was done through the use of the STATIX 92 COMPUTER PACKAGE. The hypotheses were tested at the 5% level of significance. Results from the analysis served as the bases to establish the major findings reprinted in 6.0.

Data Measurements was done by the use of the Pearson's Product Coefficient of Correlation, which is used to estimate the reliability and the internal consistency of the research instruments. The analytical technique was the Multiple Regression analysis. The aim being to establish relationships between and among the variables. Multiple Regression helped in establishing the cause and effect among the variables. The research design also involved the use of the two part model of the adoption and usage of marketing journals by industry practitioners in marketing in Nigeria, and the dependent variables as practitioners' satisfaction, usage, and application of lecturers' recommendation in the journals. These were employed to measure how well the managers performed within the twenty years' time frame (1998–2018).

Research Findings

- i. That over 67% of the managers in the seven sample states in Nigeria (Lagos, Abia, Ogun, Kogi, Rivers, Anambra, Kano), do not accept, read and use the information in the marketing journals and textbooks as a strategy and this has no impact on their corporate performance, and application of knowledge from textbooks and journals to practice in company practice for now is very low.
- ii. That any size of business can profitably adopt the usage of recommendations from the academics and lecturers for corporate success, growth, profitability, customer loyalty and satisfaction.
- iii. That very relevant education and experience of marketing, managers, CEOs, and workers, influences positively the usage of the findings and recommendations from the marketing journals by lecturers and tutors.
- iv. That the frequent and constant interactions by the managers and practitioners and academicians/lecturers, enhances customer's satisfaction, loyalty, and corporate success. Knowledge is power. Lecturer and managers must interact.

Findings from the Academic Journals and Practitioner Magazines

The marketing and management literature can be divided into academic journals and practitioner magazines. However, academic journals are not homogenous in terms of objectives and content and although there is considerable overlap between them, there was a need to delineate journals on the basis of content. The examination and classification of current marketing and management academic literature was conducted by using a

methodology similar to that of Falkingham and Reeves (1997). Their paper classified publications on R&D management. Four models of R&D activity emerged, which they called “schools of thought” (Reeves, 1997); Ayozie (2012)

1. Biological
2. Chaotic
3. Deterministic; and
4. Empirical

It was essential to try ascertain the ways in which marketing and business managers acquire information to keep abreast of current trends. This was done by first interviewing a small number of marketing managers in Nigeria and UK, as a preliminary to composing a questionnaire for circulation. Mckenzie, et al (2010), Ayozie (2012). The questionnaire was circulated to marketing managers, National Institute of Marketing of Nigeria, attending a short management course at a major management college and to those on a Chartered Institute of Marketing (CIM) course. There were 67 responses, 52 from marketing managers and 15 from directors responsible for marketing (Figure 2 below, page 9). Despite being a sample of modest size it was considered sufficiently diverse to give a meaningful assessment of how managers gain information on development and current issues in their profession, in marketing and management in Nigeria, and in the UK. Reeves (1997), Ayozie (2012).

Source Material for Management and Marketing Managers

Academic Journals

No manager regularly read an academic journal. Of the sample of 67, figure 2 below shows the numbers who had either never heard of the journal or who had heard of it but never seen a copy. With the exception of *International Marketing Review* and the *Services Industries Journals* all of these journal editors claim to target practitioners. Surprisingly, the only few journals try to focus exclusively on practitioners, the *Journal Database Marketing*, was unseen by 66 out of 67 practicing managers questioned. The very high scores within this analysis shows that a high proportion of marketing managers have never seen an academic journal of any sort. This does call into question the positive responses that they had “heard of the journal”. Some skepticism might be warranted in a “safe” response, and one which would not provoke professional criticism. When asked in more detail about the content, however, a more honest response was necessary. What is clear from this analysis is that despite the editor's notice that the journal is carefully targeted – this does not seem to thebe the case. The above analysis is also relevant in Nigeria. Academics and practitioners rarely interact, as each build too many barriers that limit interaction. Journal papers are not read by practitioners, nor do they use them in their normal business activities. There is a very poor patronage by either practitioners of academic in each other. They do not read or use themselves (figure 2). There is a gap between practitioners and academics in Nigeria.

Figure 2.

Belonged to institutions (NIMN, NIM, ICAN and others)	52
Came from firms with over 2,000 employees	51
Employed in service sector	52
Employed in manufacturing	25
Formal qualification	61
Degree level education	58

Note: Of which twelve had an MBA and 21 had an HND or OND marketing

Source: Author Field Work, 2019, 2012

Table 1: Background of respondents

Journal Title	No of respondents who had either never heard of, or had heard of but not seen a copy of the journals (Sample size = 67)
Management in Nigeria	68
Nigerian Journal of Marketing	68
International Journal of Advertising/ APCON Newsletter/NIM Journal	76
International Journal of Bank Marketing	85
International Journal of Retail Distribution & Management	76
International Marketing Review for the universities	76
Journal of Database Marketing	76
Journal of Marketing Management from the polytechnics	73
Journal of Marketing Practice from universities	73
Journal of the Market Research Society	70
Marketing Intelligence & Planning- both the universities/polytechnics	75
Service Industries Journal	76
Other university scholarly journal in management or marketing	70

Source: Author Field Work, 2019

The Journals reads and the sample size, from both the universities, polytechnics and professional bodies in Nigeria.

Marketing Magazines/Newspapers

From the analysis above, fewer managers ever read or used the information from our university journals or other scholarly journals above. Many have not ever heard of it. Of the sample of 68, 68 regularly read two or more marketing journals, 24 read APCON, 28 read Financial Times Special Publications, 22 read Marketing Business, 45 read Marketing Week, six read Precision Marketing and 15 read Marketing. Since 30 of the sample belong to the National Institute of Marketing of Nigeria (NIMN), Chartered Institute of Marketing and Marketing Business is the institute's own magazine, a higher readership might have been expected. The two most

widely read magazines, Marketing Week and Marketing, both list marketing appointments, which may be a factor in the level of readership.

A total of 78 regularly read a daily newspaper and 48 read two. A slightly higher number (60) read a Sunday newspaper with three reading two of them. The most read daily newspaper was The Guardian, Nation, Tribune, followed by The Daily Times and The Financial Times. For Sunday newspapers, The Sunday Vanguard, Sun and Punch and the Nation was read by half of the sample, with The Sunday Tribune and well behind. Only one manager from the sample read business magazines and the business section of a newspaper for more than one hour each day. A further five read for more than half an hour each day, with the remainder reading for less than two hours each week. Many managers listened to the business news/financial news in African Independent Television, TVC, Channels and CNN, BBC/VOA. They respond that this news educated and informed them about financial matters, few listened to OGTV, LTV, and MITV.

Source: Mckenzie et al (2010), Ayozie (2012, 2016, 2019).

By far the most dramatic influence on marketing managers was the broadcast media. As a source of business information, 32 watched television, 60 used the internet, and 20 listened to the radio. Although the majority used these sources for less than an hour a day, it is clear that the quick and abridged version of sometimes complex issues through easy access media channels is preferred. How much of this can be attributable to either the technological appeal or the speed of access is debatable, but it is clear that the overwhelming bias towards such methods cannot be ignored by academics and lecturers wishing to influence practitioners. It is interesting to note that although broadcast media can make stars of some academics, in terms of peer respect it is often seen as self-seeking and in terms of the RAE, totally unsuitable. Academics in Nigeria rarely listen to the radio broadcasting and relies more on the TV for political and social news and less for information on professionalism. The internet is taking over the attention of professionals for analysis and acceptance, especially in Nigeria.

Conclusion

It is clear from this survey that academic journals devoted to marketing and business are largely unknown and unread by marketing managers in Nigeria. The key conclusion is that academics are writing for each and for career growth and promotion even though that may not be their initial intention. This is consistent with Ball's (1998) findings for the R&D sector. Their papers are, almost always, extensively referenced to the academic literature, and cited by mostly academicians, worldwide and in Nigeria. The majority of the sample of practitioners belonged to the CIM, NIMN, CIMN, which is indicative of an awareness of marketing theory as portrayed in the major texts. This is also a very common trend in Nigeria. Practitioners' papers are not seen and read by Academics and vice versa. The journals are irregular, inconsistent and unavailable. This poses the question of what is the incremental knowledge needed by the trained practitioner today? Publication in scientific journals can change the world, by (say) describing a newly found route to a chemical entity or cure and vaccine for Covid-19 or HIV or Ebola. There is then a recognition by chemical practitioners of the need to

respond. In contrast, publication of a new aspect or theory of marketing and business does not, in itself, bring about a change in the world. The practitioner needs to respond to the way in which the market itself is changing, and in that respect, it would seem that academic journals are the least likely source for such information. Where can practitioners get better ideas, if not in academic journals?

This is not to deny that the results of academic research may be communicated to potential users in other ways. For example, some academics act as consultants in marketing or guest speakers of conferences and symposia. In addition, students on doctoral and master programmes may transfer academic findings when they take up employment. However, such dissemination is limited, and on publication, the results of doctoral research almost always finds its way into the academic journals. That is, after all, a required outcome by the university from a PhD study. That is a contribution to academic knowledge and discipline. Periodic industrial attachment programmes must be organized and implemented between the town and gown. Academic and professional synergy must be promoted and encouraged in Nigeria.

Findings of the Researchers and Literature Review

The major findings in the researches carried out which makes it entirely difficult for practitioners to use academic researches and journals as outlined by Cooper and Otley (1998), Cooper (1996), Ayozie (2012, 2016). The reasons practitioners have adduced are that;

- a. Academic researchers are too scholarly, lengthy and most times irrelevant.
- b. They are vague and has little or nothing to do with the daily business concerns, and business practice in Nigeria.
- c. Most of the papers/articles are irrelevant and has got nothing to do with daily business concerns in Nigeria.
- d. They are difficult to follow, and full of technical business jargons and abstracts.
- e. They are abstract and contains too many terminologies not relevant to daily business activities, and practices in Nigeria and worldwide.
- f. The language of communication is too academics and scholarly, and contains fewer items from the practical business world. Too many references and terminologies that are unknown, or just copied.
- g. They are not written to assist the practitioners but solely for the aim of career development of lecturers. Academic researchers are not practical and hardly contributes to real knowledge in the business world.
- h. Academic research findings are just common sense and has nothing relevant with the practitioners' business world, and no real contribution to business knowledge.
- i. They were written with no dialogue or input from the practitioners and from the business world, or practitioners in Nigeria.
- j. The language of communications too scholarly and is of no relevance to the practitioners.
- k. They are mere repetitions of what others did in the past. There is no unique innovation in the writings as can be seen from Fayol, Mintzberg, Taylor, Michael Porter and Kotler.
- l. Most of the companies used for case study are in nonexistence and or fictitious, and in this case contributes nothing practical to knowledge and business practice.

- m. Lack of collaboration between industry leaders, practitioners, and lecturers in preparing the research works and the research findings.

Generally, a primary objective of research into marketing and management or business is to produce knowledge in the context of application in both academics and non-academic communities. The academic community sets out to keep up with latest research through the journals, consulting and abstracting services what is not clear is how and to what extent the non-academic community, which consists principally of practitioners, and managers draws upon this new knowledge? An examination of this falls within the investigative framework shown in Figure 1 (page 4) that illustrates the central position of the academic journals. This paper reports on the first part of a study that examines the direct route from academic journal to practitioner. (Figure 1, page 4).

Recommendations

- i. If research in marketing and business is to have a major impact on commercial activity, it must do much more than produce publication in academic referred journals. To reward and encourage applicable research, assessment of quality, the paper must look beyond the parameters relevant to the academic community and consider the outputs in relation to the business practitioners' community it purports to inform. Where the RAE, NUC review panel is the primary target for academics this is unlikely to occur. There must be a very robust and diverse but collaborative means of academics and practitioners reading and assimilating each other ideas and knowledge. Critical assessment of the ideas by each other should be encouraged so that final conclusions will be acceptable by each. The marketing and management discipline is falling into the classic trap of being product orientated, producing one product to serve several segments/. It is little wonder that marketing academics and lecturers are asking whether their efforts are really having an impact, or that practitioners are shouting back "NO". There must be a meeting point of agreement. Academics should take up their sabbaticals in very reputable firms/companies so that they can observe what will form the pivot point of them researches, while practitioners on their own should undertake to share their experiences by taking up periodic lecturing jobs. This will promote and enrich both learning, practice and research. The gown and town meetest regularly in marketing.
- ii. Unless the reading habits of marketing managers can be transformed, alternatives to the academic journal are required. I have advocated writing in the practitioners' business language and co-authoring with them in textbooks or journals so that they can learn from each other. Those alternatives that include other media to feature prominently. The extent to which marketing managers read relevant magazines, newspapers and draw upon radio, television and the internet, demonstrates the potential for doing this. There is no good reason why academic journal cannot present their findings by a variety of media outside of the academic referred journal. At the present time conferences and consultants are assumed to be a vital role as conduits of the latest information and thinking on marketing and business. The extent to which they fulfill this role is, as yet, unknown. The evidence presented here strongly suggests

that if marketing managers were to seek information from academic journals at all, they would be unlikely to read more than one or more especially the ones that has company related practical information. Having seen the inaccessible and archaic way in which many academic articles are written, this should come as no surprise. Unless journal editors identify more clearly their target reading audience, and produce materials in a manner which appeals to them, then the present situation is unlikely to change. It is, after all, basic marketing! Papers must be written in the practitioners' language so as to have meaning and relevance.

- iii. The next phase of this writing will examine the potential indirect routes from academic research to practitioner should follow. It may then answer the question in relation to practitioners "Is the refereed paper a staging post or a cul-de-sac?" Publish and be relevant.
- iv. Direct and indirect routes to writing, which will be written and used by academicians and industry practitioners, as seen in the ICAN (Institute of Chartered Accountants of Nigerian) Journal, Management in Nigeria, Nigerian Institute of Management, by the Nigerian Institute of Management, the Nigerian Banker by the Chartered Institute of Bankers of Nigeria, must be encouraged. This journal accommodates writings and thought by Nigerian Accountants, Bankers, and Management experts. Here a symphony and synergistic academic/professional relationship and interaction is practiced. Marketing and Management needs such practice and such a journal, which is link between the town and gown.
- v. The mantra should now be publishing and be relevant to the business world, and not publish and perish. Let the academic works of academicians be used by business practitioners and vice versa.

Contributions to Knowledge

- i. At the methodological level, the study demonstrates the use of Regression Models to determine the role and usage of writings from the lecturers/academicians on Corporate Performance, Profitability, Growth in Sales, and Customers Retention.
- ii. That the continuous interaction between lecturers/academicians and practitioners is more rewarding and profitable than no formal interaction, and non-usage of their material.
- iii. That any size of business can profitably and fruitfully adopt, use the recommendations from academicians, lecturers and interact fully with them as a strategy in Nigeria.

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