

**“NOT EVERYTHING THAT CAN BE COUNTED COUNTS, AND NOT EVERYTHING THAT COUNTS CAN BE COUNTED”: WIDENING GAP BETWEEN SCHOLARS AND INDUSTRY PRACTITIONERS IN NIGERIA**

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**ABSTRACT:** *It is now a song in Nigeria's academic word to either published or perish". it drives all faculty members and lecturers towards research and publication in reputable peer-reviewed "A" journals, Most especially in the universities. where the value of the publication is respected when it is in refereed "A" (4 star 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 practicals, in either management or business work (industry practitioner). There are evidences in the western world of Europe, America and Australiasia especially, and in Africa that our management and business journals are neither read nor recognized by the industry practitioners. This paper is a literature review and practical Research work which, recommends that a continuous practical interaction between the lecturers and practitioners is more rewording, and let the Academic research works of lecturers be used by industry practitioners and vice versa. Do the practitioners and government officials even read or consult management journals in Nigeria?. The consequences for academics and other writers is that if our papers are not read by practitioners in the subject area then there is no need writing them. We can use the research papers for professional career promotion in their place of employment, 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 other outlets that are likely to be read by the industry practitioners. It is a somewhat difficult, but not an impossible task. The evidence from this paper especially from the United Kingdom, will lay semblance to what is obtainable in Nigeria. The readership of academic work most likely are disappointingly exclusive those in the academia. That if lecturers research writings must be useful, it must involve practical facts relevant to management managers, or industry practitioners who will invariably alter their reading habits to accommodate research writings. Managers must also contribute to research papers and journal articles, so as to make the journals attractive to bridge the marriage between the town and gown.*

**KEYWORDS:** industry practitioners, town, gown, academia referred journals, industry practitioners.

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## **INTRODUCTION**

The title of this paper is from William Bruce Cameron, not everything that can be counted counts. Not everything that counts can be counted. Frequently incorrectly attributes to Albert

Einstein and also from McDonald (2004) work on scholarly writing. There is a widely held and deep seated concerns about the widening gaps between business schools and the practitioner business community, gap which is being followed by the assumed arrogance between the academia and the practitioners (McDonald 2000). A propos that the state, Federal ministries of Education and TETFUND's ( Tertiary Education Trust Fund) Business engagement strategy, while its ideals for initiating more mechanisms for knowledge exchange and transfer are laudable, very little progress has been made against the entrenched system for promoting young and old academics in the Nigeria Universities. This idea of exclusivity is still being promoted by young and old academics in Nigeria.

Recent discussions with our Business school Deans reveal the same directive to new Academics, that academic recruits like the author of this paper had to get high quality scholarly journal publications if ever I (they) wish to make any progress in the university McDonald (2000) referred to my situation as shocking about of what the respected academic refers to as privilege, platform, power and presence. Note that rarely in any career assessment, is the issue of scholarly writing and teaching raised than in the university, Research Institutes and Polytechnics in Nigeria and the Western world of Europe, America and Australasia. My view is that if the relevant university, sponsoring boards and facilities be made to see that agenda of the Business school congnoscenty is removed from management practice and journal writing, this paper supports research related writings and publications which must be relevant to industry practitioners in Nigeria. This paper also supports the well-established and respected process for research related publications and lecture's/Tutor's writings to be in scholarly publications; and to make an appeal for greater support in Academic career development of scholarly teachings in Business schools: McDonald (2000), Ayozie (2020)

The studies in the practice of management, marketing and business has an impact in the way they are complemented and implemented within companies. The studies reveal the existence of an implementation gap (Ayozie, 2021) (Meldrum 1996) McDonald (2004, 2009). There are existence of communication gap between marketing/business researchers and practitioners. Communication research is an essential element essay for implementation by practitioner. Research writings must be relevant to practitioners, and vice vice versa. Many business and marketing classics of ears by Kolter (1998 Marketing Mix), Porter (1957) (Marketing myopia), Mintzberg (1957), Taylor (1973), Fayol (1975), McDonald 1984) Marketing plans, 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 (1981), Omolayole (2006) Nwankwo (1988), Kolade, (1988) and Ejiofor (1974) were at one time practitioners in Nigeria. These days, the academics are more into research writing than practicing. (industry practitioners) It is inconceivable that an articles 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 industry practitioners articles are very rare in our ASUU (Academic Staff Union of Universities in Nigeria) or University peer reviewed 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, a widening gap. (Brown 1995), (McDonald (2000).

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 issues. 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 , National Commission for Colleges of Education, and various editors and 3 star peer journal reviewers 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 and explorational (Ayozie 2020, 2021). 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 been the primary element of publication. If not why do we need to publish or write? If not for the exploration and exploitation by the practitioners for the business, management and marketing research work. It is important they draw upon practical business and marketing practice as its basics. (Ayozie, 2021)

The following are some relevant extracts from this report from the UK RAE (McDonald 2000) 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 contribution to knowledge's 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 also 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 by the author and literature review. (Ayozie 2020) 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 vice versa, 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 in Nigeria. Already it is becoming very difficult to engage practitioners in business to be involved in lecturing, seminar works, grant interviews, present papers and even complete our research and journal questionnaires. Their major objections and reasons are that our researchers lack tangible benefits, the waste of employees and managers 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, 2021), Ball (1998) and Brown (1995). McDonald (2000).

The number of academics and managers 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, polytechnics, and research institutes in Nigeria, and the 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 (2021). 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, 2021). 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 and useful are those research works to the Nigerian practitioners in the (industry practitioners)? Some comments by Researchers Academics and practitioners as thus: as contained in MaDonald (2004) and Ayozie (2016, 2020).

- “commerce is crass. Profit is poison. Money-grabbing is grotesque. Scrubbers, clerks, clones, mere conveyors of facts” (This tongue –in-cheek comment (admittedly taken out of context) by Brown (2008) writing in marketing “ may well be a widely-held view of academics in UKs Business Schools and other Nigerian counterparts.
- “There are many excellent scientific journals devoted to neurosurgery. Month by month they publish learned papers, each having been subjected to rigorous peer reviews that chronicle the latest discoveries, hypotheses, case studies and innovations in the neurosurgery world. And the shocking truth is that they is that they are never read by neurosurgeons. Patents are put at risk because of this apparent disdain that practitioners have for academic theory and the accumulated wisdom of others.
- “You will have read this with growing incredulity. That can’t be true of neurosurgery, you think. And you’re right, thank God, it isn’t true. But in Management it very nearly is” Apparently, not much is read about management research works.  
A curious references 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. Marriage between the town and gown, lecturers, and industry practitioners. Some of the critical thoughts about Research and Research writing includes the below as contained in McDonald (2010) work on scholarly works and research writing.

- We support arguments that the Research Assessment Exercise (RAE) has had a pernicious and negative influence on the valuation of teaching in the UK. However, we also believe that the RAE has brought benefits and is often used merely as a scapegoat for more deep –seated and wide-ranging problems, whereby teaching is not endowed with the respect and kudos it deserved.
- While we have focused on bio-medical research, many of the findings from this study will be applicable to other scientific disciplines. We conclude that urgent attention on the part of the government, research – funding councils, HEIs and individual academics is needed to restore the statues of teaching to its rightful place in UK and Nigerian universities.
- Good teaching inspirers students and changes lives; it also drives the UK’s and Nigeria research base, leading to a virtues circle between education and research that generates new knowledge and brings health, societal and economic benefits. The quality of tomorrow’s research is dependent on the quality of today’s teaching

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 (industry practitioners) (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, mangers and consultants draws upon the written theories and knowledge, opined by many Nigerian researchers and lecturers in the universities and research institutes?

## LITERATURE REVIEW

Although there is much research yet to be conducted into what scholarly teaching is, the following two quotations are relevant to the debate:



- “instead of telling people what to think, we should be teaching them how to think” (Clayton 2010 in McDonald (2010))

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It has always puzzled me that as an experienced lecturer, I can be left loose in the polytechnic and university lecture halls and classrooms (auditoriums) with no formal teaching qualification like my colleagues in the faculty of education, or the secondary or primary teaches who possesses recognized teaching qualification from education faculties of universities or from the colleges of education. Teaching like in any other discipline has its own procedures which most lecturers do not possess. This has brought about a big gulf and gap between academics and practitioners, resulting in poor teaching. Nigeria education funding bodies and industry CEOs have noticed the growing gap between business school and the practitioner community. The Author and others are trying to narrow the gap.

This is an example of scholarly writing that are incomprehensible to industry practitioners, what can be made of this” no wonder practitioners don’t read Academic works. McDonald (2004) gave an example of some of the comments about Research writing “In undertaking an in-depth perusal of the evolutionary interaction of this acronymic organization communication, the dual orientation for the analysis paradoxically required an unashamed repositioning of the eclectic conceptual framework amongst the multi-disciplinary body of illuminative speculation in predominantly scholarly bureaucratism. Yet, coincidentally, its empirical complexity had a to remain relevant to the esoteric realities of postmodern professorial integrative antecedent development trends at appropriately conceptualized and operationally implemented meta levels.” “Consequently, it was necessary to review the independently formulated psychometric traditions and to employ confidently the articulated- present phenomenological methodologies currently available for polysyllabic paradigm exploration. Unfortunately, the ensuring generalized multifaceted model for evaluation (in its specific systems dimension, naturally) had unexpectedly and unexplainably exploded- though not exhaustively. The major administrative atomistic components, suitably enumerated, are now, unfortunately, somewhat hindering the assessor’s understanding process. However, tabulation analysis of the topography implicitly indicates that comprehensive evaluation of the interdenominational micro data has finally exhausted the course Assessor and any further critical, unbiased, postmodernistcal review, will just have to wait until he has had a few strong gin and tonics!.

I suspect you may not know what this means, but I don’t really care, even if it takes an hour to decode it!

I call this style ‘anorexia doctoratitus’ an excessive desire to be more and more impressive verbally, leading to mental emaciation and, eventually, death. This is an example of the wordings of Research and Academic works that will lead to mental depreciation in decoding that means.

Although there are promising signs from leading Nigeria Businesses schools in Nsukka, Lagos, Zaria, Ibadan, ife, Enugu and Port Harcourt. (UNN, ABU, UNILAG, UI, OAU, IFE, FULOKOJA, ESUT and UNIPORT) business schools, amongst many others; who are also creating synergy between the town and gown i.e between the academia and the business community. Other university are also going down the route and are making tremendous successes.

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 (Ayozie 2020).Meldrum (1996), Mintzberg (1975, 1995), Orpen (2005) in Mckenzie, et al (2008), Ayozie (2020) 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 peer 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) Ayozie (2020).Their research produced four models of R&D “schools of thought”. Ayozie (2020), Falkingham and Reeves (1997). They are;

- Biological
- Chaotic
- Deterministic and finally;
- Empirical

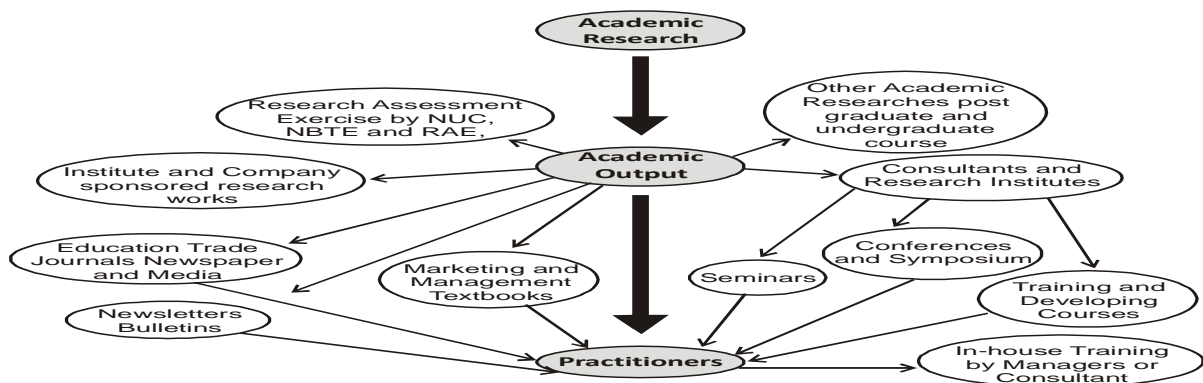


Figure 1: The investigative framework. (Business and Non-Business Books and Journals)

**Source:** Mckenzie (2010) Falkingham and Reeves (1997), Mckenzie (2008), Ayozie (2012, 2020)

**SUPPORT AND NON-SO REPORT FOR SCHOLARLY RESEARCH FROM THE UNIVERSITY AND RESEARCH INSTITUTES (ARGUMENTS FOR AND AGAINST)**

McDonald (2010) Opined that HE's support for Research in the UK is based on the factors below. This was confirmed by the Author in his work in 2020 (Ayozie 2020). Most academics, including the author of this paper, fully support the case for scholarly research and the following quotations neatly sum up the case (McDonald 2000, Ayozie 2020). The primary impact and hence the relevance of theory lies therefore in providing practitioners with conceptual insights and symbolic language" (Cornelisen 2002 and Lock (2004). McDonald (2004) Opined that "It is fundamentally wrong and harmful to either insist or assume that business research must have explicit and immediate relevance to business practice. Knowledge per se is a laudable goal. McDonald (2010). For example, there is little to suggest that advertising theory directly influences managerial action through the development of tools and techniques. The academic enterprise is relatively detached from the situational contingencies of the everyday world of advertising practitioners, such theories being formulated at such a high level of generality that they are not readily translated into operational forms.

It is considered logical and legitimate for academic theories and researchers to develop academic theory and research pitched at a high level of abstraction and generality, largely irrelevant to concrete managerial situations. Therefore, most theories end up lacking practical relevance as they entail a loss of directly descriptive information and fail to capture the richness and complexity of phenomena encountered by practitioners in organizational settings. (Cornelisen (2002).

"Scientific research is tied in with an enterprise directed at fundamental understanding per se rather than understanding for use by managers.

"my demand to reflect my research in my teaching is non-negotiable even if it flies in the face of accepted wisdom and doesn't please managers. We should be provoking and confronting, not telling pompous managers how clever they are and that everything is alright. We are there to build new ideas that disrupt established practice. We must not take on conventional research such as benchmarking. There are plenty of agencies that will do that for money. " (Piercy,2010) McDonald (2010)

Einstein's theory of mass/energy equivalence had little practical impact at the time. We should, therefore, stop worrying about the pragmatic agenda of funding bodies. The idea is that "knowledge itself is a good thing" (Lee 2010)

Excellence can, and should, be expected in an individual academic's performance in teaching and research/ at present, mechanisms of assessment focus on research success and undervalue the teaching contribution of individual academics

"in their struggle for academic respectability, business schools have set up a system of peer group review through learned journals. This "extreme" research offers faculty a path to



promotion and funding, but most executives just don't understand it. Business leaders must engage with academics who can get their original ideas across for the real world of work.

What I am after is a situation where academics conduct sound research and managers read it. Few practicing managers have read the five most academically influential papers of the past twenty five years. Faculty members are under pressures to publish, but many of their articles are unintelligible (to practicing managers) "Peters, 2006 McDonald (2010).

Teaching contributions should be fully integrated with research activity, administration and external contributions.

Both research and teaching are weakened by the disengagement of research focused academics from teaching. Especially in Nigeria where the Academics are discovered by the Education laws from taking of any part/ fulltime job when employed as a lecturer. This reduces the interaction and knowledge. Lecturers/ Academics on sabbatical only so to sister universities and institutes in Nigeria. All staff in Universities should be involved in teaching to some degree, be it at undergraduate or master's level. The extent of this involvement may vary between individuals and academics/ lecturers during the career of individual and academics but the full spectrum of contributions should be accorded due status and value by the universities, and industry practitioners

Plans for the evaluation of teaching at institutional, department and individual levels should be developed and implemented. McDonald (2010). Yet UK HEIs or Nigerias NUC/ NBTE/ NCCE, have many excellent teachers, and many of their best researchers are amongst the most able and passionate educators, Good academics or lecturers appreciate that teaching informs research, and research informs teaching: the majority of academics consulted during this writing believe that excellence in both areas remains an achievable gold and good standard. The Nigerian lecturers/Academics needs to understand, recapture and reinvigorate the link between the research and teaching strands of academic life, combined with industry practical knowledge.

The issue is not to devalue research, but to redress the balance in terms of the status and value of teaching. Achieving the balance is critical not only for the quality of our students, academics and HEIs, or NUCs but for the strength and sustainability of Nigeria or UK's overall research and education base. McDonald (2010) Ayozie (2010, 2020)

In the same European Journal of Marketing edition, Scheer's (2010) position that there are only three possible explanations why theory-driven research cannot be communicated to practitioners: the research deals with such minutiae that managers find it ridiculous; as contained in the comments made by earlier on in the essay Research deals with esoteric theory that assumes away all the real-world complexity; the research is managerially useful, but the author's effort to communicate it are so laden with academic jargon that it is unintelligible to practitioners which McDonald (2010) referred to as Anorexic Doctorattics . The career choices of individual academics will be influenced by the way in which teaching and research are managed and assessed within institutions. The balance of teaching and research will inevitably

vary between individuals and institutions. Mechanisms of management and assessment must therefore be flexible, but should nevertheless.

### **RESEARCH WRITINGS NOT THE STANDARDS FOR PROMOTION AND PERFORMANCE OF MANAGERS IN NIGERIA'S INDUSTRY**

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 in developing this Emphasize was not based on Research writings from university Academia in Nigeria.

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. They are be group to combined Research work and industry practices

There can be no doubt, however, that the money which has been put into developing Nigeria business schools in particular as prestige places for research and education has provided considerable impetus to management education and Research writing as a whole. We now have literally thousands of people applying their minds to the problem of industry and commerce, and research publications to serve not only as knowledge but as a form of practical work in the industry. This comes in specially to solve empirical problems of the Nigerian firms/establishments. But as emphasized elsewhere, their writings are too academics and the writing it contains empirical complexity, Anorexia doctoratitics and a more doctorates which leads to industry practitioner's mental incapacitation and eventual professional frustration (McDonald 2010, Ayozie 2010)

### **BUSINESS FACULTIES “ NEED FOR INTERACTION WITH INDUSTRY PRACTITIONERS WITH THEIR RESEARCH WORK AND SCHOLARLY WRITINGS ( MARRIAGE BETWEEN 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 academia pontificating about the latest theories and research by the lecturers and professors which we liken to empirical complexity and anorexia doctoratitits. 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 and tutors 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 where basic fundamental knowledge is needed. Practical Nigerian industry managers practitioners 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 the professional report formats for easier understanding. Managers need a practical interactive session with the lecturers and other academics and not from empirical complexities.

The people who come to management programmes are usually very experienced in the day to day problems of managerial tasks in Nigeria. Moreover, they are usually well educated in one specific field, whether it be Engineering, Marketing, Accountancy, Medicine, Finance, Science, Personnel, management or some other professional background. In addition, they come for a particular purpose to solve professional problems. Their reason for attending is associated with particular professional problems and opportunities that they see in their business. They therefore wish to contribute to the agenda and to have particular issues which concern them or their firms 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 speed. (Ayozie, 2021, Margierison, 1984). The journals for the managers must accommodate their feelings, areas of interest and must be in the report format style. Managers need practical ideas not empirical complexities.

The vacuous language of the academia (McDonald 2010 stated it as thus:)

Outlined the vacuous language (s) in his work what has Relevance got to do with anything? (2010).

- Academics in the main are responsible for more bad writing than any other group
- They form nouns from verbs and adjectives to lend gravitas to their outpourings, such as “routinisation”, “reflexivity”) Grammarians call them nominalizations, but they are zombie nouns that suck the lifeblood from their origins.
- They are concerned with “ impact factors” and teaching is tedious and irrelevant.
- Their work is peer reviewed for intellectual respectability, but not for intelligibility
- More seriously, the vacuous language cuts off most readers from the thoughts of some of the best brains in the country Nigeria, especially the industry practitioners
- It dignifies much worthless endeavour and passes for serious study at university

I call this style 'anorexia doctoritis'- an excessive desire to be more and more impressive verbally, leading to mental emaciation and, eventually, death. (McDonald 2010)

Their preference for learning and lectures is on problem based learning (PBL), cooperative learning or stronger together behavioral training, gamifications or games, computer applications, time based learning (TBL), flipped classrooms lecturers, case studies, experiential learning and competency based learning (Ayozie 2020). Research writing relevant to industry practitioners must incorporate the above learning methods and lectures.

### **PREVIOUS RESEARCH WORKS**

In 1776 Adam Smith criticized university lecturers for neglecting their teaching. Cranfield and Nigerian Universities has a strong tradition of textbook writing, consultancy and board level training but we cannot thrive as a peddler of other peoples' ideas, no matter the polish of the presenter or lecturers (Parker 2000, McDonald (2010). This later comment supports the main thrust of the Oxford report, confirming the symbiosis between researching and teaching in the United Kingdom and to a great extent in Nigeria universities. In researches carried out in the United Kingdom (UK) and Nigeria, as indicated earlier, the first stage involves the application of four schools of thought to the 108 articles from the journal of marketing and the other authors personnel reflections and papers, it was discovered that the application of these classification were difficult. Also the schools of thought proposed by Falkingham and Reeves (1997) and McDonald (2010) relating to the management of R&D did not fit well, when applied to articles on marketing and business. Reeves (1997), Ayozie (2012), Ayozie (2020) McDonald (2010).

Based on the above, a more relevant approach was developed rather than follow Falkingham and Reeve's (1997) wording and style of definition, the idea of properties and categories was introduced. The essence is to see if practitioners favoured journals or textbooks and which particular category of journal paper predominated. Based on this, a typology was devised to categorize marketing papers, journals and textbooks. The categories were first determined by positioning the papers in a continuing of properties as shown in figure 2 on page 16 below, and the table to support the claims. Cooper and Otley (1998) posit that the quality of research being achieved in business marketing and management have improved based on the work of Richards and Tysome (1996) and Otley 1997). Although they agreed that research and project works in the social sciences and business schools is lengthy and time consuming, plus reward systems in academia (publish or perish) and business which are based to more measure to be short run, McDonald (2010) and (Kotler 1989). Ayozie (2016, 2020) opined that every writing must contribute to knowledge and be relevant to the practitioners needs and wants, and help in uplifting the organizations to achieve its business and societal objectives and that the Research writings must be useful to the Nigerian business community. Ayozie (2012, 2020).

Cooper and Otley (1998) states that the research being accomplished needs to have closer integration with practice. (industry practitioners) Academics must meet practitioners at a point, and vice versa. There must be synergy and synchronization of ideas, between the town and gown. Questions have been asked in the past and yet they are unanswered. From all these

researches in the western world and Nigeria, to which audience asked are these theories relevant? Whom are we writing to and for? What purpose outside career promotion? Practitioners complain that academic research papers are too scholarly, difficult to follow, abstract, vague, and has little to do with their daily business concerns. Orpen (1995). Practitioners hardly read the lengthy works of the academics which has little or no relevance to the business world (Ayozie, 2016, 2012). McDonald (2010) (2017), has explored the topic: Business schools what has relevance got to do with anything? Whether scholarly teaching and explorations and insight; reflections on the state of marketing and explorations and insights reflection on the state of marketing? Ayozie (2020) asked the questions on whom are the marketing/Management lecturers taking to in their research work?.

According to Marten (2010) opined that “we have a deep-seated desire to quantify the world around us so that we can understand and control it. But the world isn’t behaving. We must consider the possibility that if we cannot measure something, it might be the most important aspect of the problem. The notion that if you can’t measure it, it does not count, is flatly false. We are so in love with quantitative ideology that we have forgotten what it was supposed to measure in the first place. The question is: who reads the academic works and for what purpose? Education in business schools has got itself tied up, in metric knots. We have lost sight of the language of emotion, motivation and measuring. What we have got in return is a Skinnerian model of humans as rats chasing cheese in a maze, all in the name of measurability”. (Marten 2010).

- ‘The top cited journals worship mathematical techniques but pay little attention to the behavioral and institutional forces at play in the real world, which is too messy to model with tidy equations. It has lost relevance by trying to pretend that management is a hard science’ McDonald (2010).
- In “manoeuvring forwards research decline: The RAE and the decline of Britain’s international research standing”, Sanders (2009) says: “ it is not a matter of getting the research into practice; there is just no practice in the research extract..... The result is a preponderance of trival articles that are theoretically and methodologically immaculate” Saunders (2009), in a paper yet to be published.
- “Despite many years of scholarly attention devoted to segmentation research, there remains a central concern.... Respondents strongly argued that we still lack easily applied models for real world purposes. (McDonald 2010).
- The REF-driven nature of the academic profession in the UK was argued to impact strongly upon the subsequent nature of the academic research agenda. An overwhelming dissatisfaction with REF metrics was evident, particularly the requirement for academics to channel their publications towards a small subset of three star or four star rated management journals. Many respondents pointed out that these journals were primarily interested in publishing the results of quantitative methodological studies and much less concerned with practice-relevant research. One respondent said: “Academic marketing mistakes stats for quality”, while another talked of “ pushing it into meaningless niches” (McDonald 2010).



The following comments evidence the frankness with which many of the respondents expressed their dissatisfaction with this situation or relationship between the town and gown.

- “The academic career game drives research priorities. Academics are losing their academic freedom to resist mainstream trends they personally disagree with, such as the dominance of method-driven research of the Big 4 US Journals.” In spirit of the emphasis that the UK ESRC places upon studies that place emphasis on the impact of social and economic changes on economic stability and growth, “the key environmental issues are not shaping the research agenda”

Another consideration- the topic of a whole debate in itself- is the games that academic journals play to climb the league tables. In November 2010, twenty six editors in America sent a letter to the Deans of all AACSB Business Schools about “cheating” in the use of citation impact factors in judgment the quality of articles in the journals. These are just a few of the many criticisms which the author and others renounced management scholars has collected over the past twenty years and, whilst admitting to being very selective, they do at least given an indication that all is not in the world of Business Schools and their writings and the relationship between the town and gown. Some of the above quotes (from well established academics), suggest how the knowledge advances by the academic community might be better promulgated to make them more relevant to the world of practice. (Industry Practitioners) .Hund (2003) and McDonald (2004) opined that “the intellectual roots of many excellence programmes are often too shallow and lie not the rich soil of management science, but in the shorted, distorted and often sloppy concepts of simplistic management feds. Not everything that can be counted counts , not everything that counts that can be counted. (Cameron (1960) (William 1960).

## **JUSTIFICATION OF THE STUDY**

Management scholars have thing been engaged in empirical writing complexities and anorexia doctoratities. To what extent is this research writing relevant to industry practitioners (McDonald 2004, 2010). Not everything that counts can be counted and not everything that can be counted counts which is the titles of this paper ( Cameron and Williams (1960).Several empirical and theoretical studies had been carried on this study using developed countries as case study, (Cooper and Oteley, 1999), Orpen (2005), while the few works on whether marketing practitioners read the work of the academician using developing countries did not consider how the usage of marketing, journal by practitioners and how it affects industry practitioners and performance, profitability (McKenzie, 2008) McDonald (2010, 2004) Ayozie (2020). Even though, their findings vary and were inconclusive it is fundamentally wrong and harmful to either insist or assume that business research must have explicit and immediate relevance to business practice. Knowledge per se is a laudable goal McDonald (2010). These may have been due to the methods of analysis adopted and type of data used in their study. This is a major gap this study filled, especially in a developing country like, Nigeria. This study uses a robust technique by building a regression model which was estimated using the OLS (Ordinary Least Square) method. This was done by the use of the software STATIX 92

COMPUTER PACKAGE. In testing the Hypotheses, the level of significance was 5%. (Ayozie, 2012)(2020)(2015).

### **SPECIFIC OBJECTIVES OF THE RESEARCH WORK**

- The specific objectives are to
- (i) Find out the extent of acceptance and usage of the Marketing, Management, Journals and Textbooks among the marketing managers. (Industry Practitioners)
  - (ii) Ascertain if the size of the managers business is related to degree of the usage of the marketing journals/textbooks in Nigeria.
  - (iii) Examine if the level of education, experience of the marketing managers or industry practitioners of the firms can relate it to the use of marketing journals and textbooks in Nigeria.
  - (iv) To determine whether there is any significant mediating impact of usage of the management and marketing journals on marketing managers satisfaction, application loyalty and profitability of the firms or industry.

McDonald (2014, 2010) Ayozie (2012,2020) also opined that Business schools must be relevant to the industry, but agreed that scholarly teaching and writing must not deviate from the objectives of scholarship, academic and teaching as contained in the body work of the easy. i.e Good business teaching must impact the business community. Lecturers must have real experience of the Business world that they are desired to teach the students about. Academics are presently focused on publishing their work in high impact and peer reviewed four or three star journals then in solving the problems of hard pressed commercial and business managers. The presents the focal point of the research based academics, tutors and or lecturers is pure research without the need to apply it at a managerial level in the business world. There is a growing school of thought which concludes that as much of the output of Business schools indicates that the gap between them and the practitioners presently in Nigeria and in the UK, has risen so high and have reached crises proportions (Ayozie 2021) and same is indicted in the UK, as opined by (McDonald 2010). There is a widening gap between industry practitioners and scholar academics in Nigeria

### **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, Africa in general, and Nigeria in particular(Ayozie, 2012, 2016) (McDonald 2004) (Ayozie 2020). 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 management, marketing and industry practitioners and managers in private and public firms/corporations in Nigeria. Managers will start reading and using the theories and terminologies in the journals for business practice. A

synergy will develop between practitioners and lecturers in Nigeria. A marriage world be established between the town and gown, and the widening gap between practitioners and the academia must be closed to a greater extent.

## **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 and management journals (40 managers each, from the selected 200 managers). Other methods used, were through personal interviews, and information from secondary data (Publications in marketing journals, textbooks, bulletins and many writings published and unpublished 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 figure 2 above. Data was also collected via secondary data from various journals literature and previous authors writing either unpublished (McDonald 2010) and published.

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 management and marketing in Nigeria, and the dependent variables as practitioners satisfaction, usage, and application of lecturers, and researchers recommendations in the journals. These were employed to measure how well the managers performed within the twenty years' time frame (2000 – 2020). This work also quoted selectively a number of well-known Academics and practitioners in Nigeria and in the United Kingdom especially Professor Malcolm McDonald. (McDonald (2010 unpublished). Some quotes have been carefully selected to support this work and there are other secondary schools of thought that support the current way of selection and promoting young and new academics in Nigeria universities. The purpose of my research method is simply to attempt to bring together an eclecticism of views which in the opinion of the author have been so broadly recorded as to have lost cohesion and impact. By bringing some of the facts together in one place. It is hoped that their impact will be greater; and that the academic community will pull back from its current extreme view of the route to career advancement of academics in the business faculties in Nigeria, and to make their research writings relevant to industry practitioners, and to reduce the empirical complexities in research writing. (Anorexia Doctoratitics)

## 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 to get their marketing strategy and this has no impact on their corporate performance, and application of knowledge from textbooks and journals to practice in the company. No Relationship between the town and gown
- (ii) That any size of business can profitably adopt the usage of recommendations from the academics and lecturers research writings 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 tutors and the academia.
- (iv) That the frequent and constant interactions by the managers and industry practitioners and academicians/lecturers, through in their research writings enhances customers satisfaction, loyalty, and corporate success. Knowledge is power. Lecturers, Academics and managers must interact. Town and gown must marriage, cohabit and survive.

## FINDINGS FROM THE ACADEMIC JOURNALS AND PRACTITIONER MAGAZINES

The marketing and management literature can be divided into academic journals and practitioner magazines and journals. 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 findings from the works of other authors were included to confirm the finding of this author. 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) McDonald (2004, 2010). 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) (2020).

- Biological
- Chaotic
- Deterministic; and
- Empirical

It was essential to try ascertain the ways in which marketing and business managers acquire information to keep abreast of current industry 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 (2021). Through the telephone and internet or WhatsApp or telegram there calls. The questionnaire was circulated to

marketing and management managers, National Institute of Marketing of Nigeria members, attending a short management course at a major management business facilities or the institute (NIMN) (NIM) and to those on a Chartered Institute of Marketing of Nigeria (CIMN) UK courses. There were 67 responses, 52 from marketing managers and 52 from directors responsible for marketing (Figure 2 below, page 16). Despite being a sample of modest size it was considered sufficiently diverse to give a meaningful assessment of how managers gain information on marketing development and current issues in their profession, in marketing and management in Nigeria, and in the UK. Reeves (1997), Ayozie (2021).

“Much management research is directed to technical refinement which produces low risk, quick win publications that are largely irrelevant or incomprehensible to the practitioners. The voice of academics is becoming weaker. Once acquired, the “ product is discarded by our “ customers” in favour of the more applied knowledge valued by practitioners and management consultants. We can either; pursue academic careers by refining ever increasingly specialized bodies of knowledge that have minimal relevance or resources with what practitioners do or we can provide an alternative to consultancy as a way of making sense of contemporary marketing and management thinking and action so that practitioners’ putative moves in the direction of self help may have the benefit of ideas that can stimulates a process of critical self reflection, this can only happen if management and marketing researchers get closer to the world of practitioners, but without subscribing to their agenda.

We must till the knowledge gaps with the best knowledge available – namely from those who are where it happens – what Schon (1960) calls “The Reflective Practitioners

## **SOURCE MATERIAL FOR MANAGEMENT AND MARKETING MANAGERS**

### ***Academic Journals***

No manager regularly or industry practitioner read an academic journal. Of the sample of 87, figure 2 below on pages 16 and 17 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, of Nigeria* was unseen by 66 out of 87 practicing managers questioned. The very high scores within this analysis shows that a high proportion of marketing managers or industry practitioners 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 be 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. Nor do the industry practitioners write for most of the 3 or 4 star peer



reviewed Academic journals or management. There is a very poor patronage by either practitioners of academic in each other. They do not read or use themselves (figure 2) page 16 and 17 below. There is a gap between practitioners and academics in Nigeria.

### Figure 2

Belonged to institutions (NIMN, NIM, CIMN, CIT, ANAN ICAN and others)	62
Came from firms with over 2,000 employees	61
Employed in service sector e.g insurance or management consultancy	62
Employed in manufacturing	35
Formal qualification (Academics or Professional)	71
Degree level education (BSc, HND, PGD MBA)	68

**Note:** Of which twelve had an MBA and 21 had a BSC HND or OND marketing.

**Source:** Author Field Work, 2012, 2019, 2020)

### Figure 3: 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 = 87)**

Management in Nigeria	68
Nigerian Journal of Management and Accountancy (JAM from NDA Kaduna	78
International Journal of Advertising/APCON Newsletter/NIM Journal and newsletter	76
International Journal of Bank Marketing	85
International Journal of Retail Distribution & Management	86
International Marketing Review for the universities	86
Journal of Database Marketing	86
Journal of Marketing Management from the polytechnics	83
Journal of Marketing Practice from universities	83
Journal of the Market Research Society	80
Marketing Intelligence & Planning- both the universities/polytechnics	85
Service Industries Journal	86
Other university scholarly journal in management or marketing	80

Table II the Journals reads and the sample size, from both the universities, polytechnics and professional bodies in Nigeria. (NIMN, ICAN, CIT, ANAN, CIBN)

**Source:** Author Field Work, (2019) (2020) (2021)

### Marketing Magazines/Newspapers

From the analysis above, fewer managers ever read or used the information from our university journals or other scholarly three or four star journals above. Many have not ever heard of it.

Of the sample of 78, 78 regularly read two or more marketing journals, 34 read APCON, 38 read Financial Times Special Publications, 32 read Marketing Business, 55 read Marketing Week, six read Precision Marketing and 25 read Marketing. Since 30 of the sample belong to the National Institute of Marketing of Nigeria (NIMN), Chartered Institute of Marketing ICAN

journal of Accountancy and Marketing Business is the institute's own magazine, a higher readership might have been expected. The two most widely read magazines, Nigeria Marketing Week and Marketing by NIMN, both listing marketing AND accountancy appointments, which may be a factor in the level of readership of such professional journal by the Academics and industry practitioners. A total of 88 regularly read a daily newspaper and 48 read two. A slightly higher number (70) read a Sunday newspaper with three reading two of them. The most read daily newspaper was The Guardian, Nation Punch, Tribune, Sun followed by The Daily Times and The Financial Times. For Sunday newspapers, The Sunday Vanguard, Sunday Sun and Sunday Punch and the Sunday Nation was read by half of the sample, with The Sunday Tribune was well behind. Only one manager from the sample read business magazines and the business section of a newspaper for more than two hour each day. A further seven read for more than half an hour each day, with the remainder reading for less than two hours each day. Many managers listened to the business news/financial news in African Independent Television (AIT), TVC, Channels and CNN, BBC/VOA. Business section they respond that these news primary educated and informed them about financial matters, few listened to OGTV, LTV, and MITV and other state or local stations outside their vicinity.

**Source:** Mckenzie et al (2010), Ayozie (2012, 2016, 2021).

By far the most dramatic influence on marketing managers was the broadcast media. (consisting of Radio, Television and the Internet) As a source of business information, 42 watched television, 70 used the internet, and 30 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 and the internet can make stars of some academics, in terms of peer respect it is often seen as self-seeking and in terms of the RAE, NUC totally unsuitable. Academics in Nigeria rarely listen to the radio broadcasting and relies more on the TV, and the internet or social media platform and blogs like twitters opera news and other internet blogs 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. The internet facilities are almost available now to all practitioners through their android phones.

## 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 developing the empirical complexities and other style of writing. The key conclusion is that academics are writing for each other for career growth and promotion even though that may not be their initial intention. This is consistent with Ball's (1998) McDonald (2010, 2004) Ayozie (2016, 2020) findings for the

Academic and Professional 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 NIM, CIM, AMAM, MO, 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 practitioners 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, Monkey Pox 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 management 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 and industry practitioners magazines or news letters

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, workshops 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 so as to help in reducing anorexia doctoratititis and empirical complexities. In this case everything that counts can then be counted, and everything counted can now count.

## **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, 2020, 2016) McDonald (2010). The reasons practitioners have adduced are that;

“Rather than statistical testing of narrow hypotheses, what is required is a symbiotic relationship between business schools and industry and respect for the practitioners’ experience as an input to theory and vice verse (Willmott 2005 in McDonald (2010) (Ayozie 2020).

It is not only pointless to devote our limited resources to research in marketing which has no relationship to marketing teaching and industry practice, it may ultimately provide the rational for the disappearance of management marketing as a major part of the business School curriculum or a mainstream organizational function the major findings of the Research are:

- (a) Academic researches 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) Academics are responsible for bad bad writing,
- (f) Academics are concerned with impact factors and practical relevance of writing in the electronic, or internet media. Raido is less effective
- (g) Their work is peer – reviewed for intellectual respectability but not intelligibility.
- (h) Academics use vacuous languages, and this cut off most readers from the best brains in the industry and firm.
- (i) Industry practitioners classifies the work cut of academics as worthless endeavours, just for university research study and career promoting, and progression.
- (j) They are abstract and contains too many terminologies not relevant to daily business activities, and practices in Nigeria and worldwide.
- (k) 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.
- (l) 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.
- (m) Academic research findings are just common sense and has nothing relevant with the practitioners business world, and no real contribution to business knowledge.
- (n) They were written with no dialogue or input from the practitioners and from the business world, or industry practitioners in Nigeria.
- (o) The language of communications are too scholarly and is of no relevance to the practitioners.
- (p) They are mere repetitions of what others did in the past literature review and comparism. There is no unique innovation in their writings as can be seen from Fayol, Mintzberg, Taylor, Michael Porter Kotler and Malcolm McDonald.
- (q) Most of the companies used for case study are in non existence and or fictitious, and in this case contributes nothing practical to knowledge and business practice in Nigeria.
- (r) Lack of collaboration between industry leaders, practitioners, and lecturers in preparing the research works and the research findings.
- (s) Their work is classified as empirically complexity, full of jargons and a style McDonald called anorexia doctoratistics which may lead to excessive desire to be relevant leading to mental emaciation and depreciation in value of their work and worth.

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) and figure 2 paper 16 and 17 above 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 5)

## 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 NBTE, NCCE, 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 industry 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 and by both. 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 their researches, while practitioners on their own should undertake to share their experiences by taking up periodic lecturing jobs in the universities and polytechnics in Nigeria. This will promote and enrich both learning, practice and management research. The gown and town must meet regularly in marketing and in the market place of learning so the they can collaborate and share valuable ideas.

One way of driving the message home is in the growing demand that teaching should be able to show that their research impacts directly on their teaching content and approach. Instead of seeing that as another crazy idea from OAA Scopus and impact journal we should actually demand the right to practice research –led teaching and expect the same from our colleagues in the industry. Those whose research has nothing to do with what needs to be taught should be asked searching questions about why they are doing what they do and who is benefitting from what they are doing.

“Research in Marketing: teasing with trivia or risking relevance” Research can be relevant to the industry.

“Engagement with the practical world brings clear vibrancy and interest to all. But I am being pushed to think ever more narrowly in terms of focusing all my energies on scopes impact journal articles.



- (ii) Unless the reading habits of marketing managers or industry practitioners can be transformed, alternatives to the academic reference 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 for both 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 journals cannot present their findings by a variety of media outside of the academic referred journal. At the present time conferences and consultancy work 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, in the industry and produce materials in a manner which appeals to them, then the present situation is unlikely to change. It is, after all, basic marketing or management. Papers must be written in the practitioners language so as to have meaning and relevance the gown must marry the town for relative impact.
- (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. The publications must be relevant to both for better impact and relevance.
- (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 Accountancy Journal, Management in Nigeria, by the Nigerian Institute of Management, the Nigerian Banker, by the Chartered Institute of Bankers of Nigeria, must be encouraged. This journals 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 must be encouraged and used.
- (v) The mantra should now be publish and be relevant to the business world, and not publish or perish. Let the academic works of academicians be used by business practitioners and vice versa. What counts must always be counted.
- (VI) Overall, government, funding agencies and universities urgently need to examine the drivers at work in influencing the balance between teaching and research in our

Universities and make changes where necessary. Only in this way can we ensure a continued integration of teaching and research and maintain the Nigeria's research, teaching, learning, community development and scholarship position as a leader in Africa, and the world.

- (VII) TETFUND and the Federal Ministry of Education can do much to improve innovation and dissemination of good practice in the training and assessment of teaching for professional development. Learned, professional societies institutes and professional bodies can also play in important role in spreading good practice and recognizing/rewarding good teachers and practitioners of equal importance, individual academics need to step up to the mark in developing a consistent professional attitude to the importance of teaching for education and research their writings be of significance to the industry.
- (VIII) Good teaching inspires students and changes lives; it also drives the UK's research base, leading to a virtuous circle between education and research that generates new knowledge and brings health, Academics, educational societal and economic benefits. The quality of tomorrow's research is dependent on the quality of today's teaching, and the quality of tomorrow's teaching must be relevant to today's research.
- (IX) Excellence can, and should be expected in an individual academic's performance in teaching and research. At present, mechanisms of assessment focus on research success and undervalue the teaching contribution of individual academics and to the industry practitioners.
- (X) Matters have been exacerbated by a lack of vocal and effective advocacy and an absence of leadership around the importance of teaching in academic careers. The strong view expressed by academics at all levels was that the status of teaching- as a component of their professional lives – has not only been undervalued and marginalized, but is in danger of being seen as a negative attributes by their departments and institutions. (universities).
- (XI) Bothe research and teaching are weakened by the disengagement of research- focused academics from teaching and researching relevant to the industry practitioners.

There is much more in this report, but in conclusion, although there is little research yet into what scholarly teaching is, the following quotation is relevant to the debate:

The relevance of the Researchers to industry practitioners in Nigeria. This will produce the synergy necessary for the academics and educational Development of Nigeria. Quinn and Dibbs (2010) Opined in my conclusion to this paper outlining their study, was that “the evidence suggests that academic and practitioner requirements create a divisive problem that the policy makers and funding bodies need to resolve. It was widely acknowledged that the academic research imperative and REF requirement to pursue four start output lends itself

towards a focused on methodological development in the, pursuit of marketing science... in spite of the constantly resurfacing issues of relevance.” McDonald (2010, 2004)

Gambelti and Graffigns states that “We believe, as other scholars do, that the role of academic marketing research should be to advance theory and methods and to have an impact on marketing practice by being intellectually rigorous and learning to translate findings into actionable proposals and practically relevant conclusions” that should be the role of research in Nigeria. Brown (2010) opined that ‘Marketing scholarship is a train wreck. Our publications are unreadable and unread. The problem is not that marketing is inherently dull. Far from it. It is exciting and vibrant. The problem is that we academics make it deadly dull, with our desiccated prose, formulaic articles and pseudo-scientific rhetoric. Our preposterous pursuit of scientific responsibility is destroying the marketing and management discipline. Regour not only rules. It ruins, regrettably” In this same EJM journal, (2010) the Editors concluded: “Whilst it is impossible to derive a single view... The EJM Advisory Board is unanimous that marketing scholars need to concern themselves with the relevance of their work in some way”

## **RECOMMENDATIONS**

we make a number of recommendations to tackle this imbalance, starting with an overt declaration that teaching should be accorded its due status and value in assessing academic quality, and that all academic should contribute to the education agenda to some degree To this end, we call for improved assessment and evaluation of the impact of good teaching on students, on the career progression of individual academics, on the status of success of university departments, and on financial into HEIs

## **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, Customers Retention, and the economic and educational development of the industry practitioners and their respective firms in Nigeria.
- (ii) That the continuous interaction between lecturers/academicians and industry practitioners is more rewarding and profitable than no formal interaction, and non usage of their research materials and trust by the two groups what is counted must count this time in Nigeria.
- (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’s Academic, Economic and Educational Development

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