

# UNIVERSITY OF ILORIN



## THE TWO HUNDRED AND NINETY-NINTH (299<sup>TH</sup>) INAUGURAL LECTURE

**“MARKETING: SMALL WORD, BIG  
CONSEQUENCES”**

*By*

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**DEPARTMENT OF MARKETING,  
FACULTY OF MANAGEMENT SCIENCES,  
UNIVERSITY OF ILORIN, NIGERIA**

**THURSDAY, 26<sup>TH</sup> MARCH, 2026**

**This 299<sup>th</sup> Inaugural Lecture was delivered under the  
Chairmanship of:**

**The Vice-Chancellor**

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## **Courtesies**

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All Administrative and Technical Staff,  
My Lords, Spiritual and Temporal,  
Your Royal Highnesses,  
The Congregation and Other Staff of our University,  
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The University Scholars,  
Great Students of the Department of Marketing,  
Great Students of the Faculty of Management Sciences,  
Great University of Ilorin Students,  
Great Kwara State College of Education Oro Students,  
Gentlemen of the Press, Print and Electronic Media, and  
Distinguished Ladies and Gentlemen.

## **Preamble**

In the name of Allah, the Most Gracious, the Most Merciful, May the peace and blessing of Allah be on the noble Prophet Muhammad (SAW) and all his companions. I give glory to Allah (SWT) for His exceptional favours and His guidance on me. The Vice-Chancellor, Sir, it gives me great

pleasure standing before this distinguished audience this evening to deliver the 299<sup>th</sup> Inaugural Lecture of this great Institution, my Alma Mater.

The university's 227<sup>th</sup> Inaugural Lecture was the first from Faculty of Management Sciences and was delivered by Prof. U. Gunu from Department of Business Administration with the title "*What Matters Now: Change Matters*" on the 9<sup>th</sup> February, 2023. The 232<sup>th</sup> Inaugural lecture and the second from the Faculty was delivered by Prof. J.O. Adeoti also from the Department of Business Administration with the title "*Everything is Business and Business is Everything*" on the 20<sup>th</sup> April, 2023. The 237<sup>th</sup> Inaugural lecture and the third from the Faculty was delivered by Prof. S.B. Isiaka from the Department Business Administration with the title "*Motivation Makes Monitoring and Supervision Easy*" on July 20<sup>th</sup>, 2023. Prof. M.A. Ijaiya from the Department of Finance delivered the 245<sup>th</sup> Inaugural Lecture and the fourth from the Faculty with the title: "*Money Matters in All Matters*" on the 16<sup>th</sup> November, 2023.

The 284<sup>th</sup> Inaugural lecture and the fifth from the Faculty and the first from the Department of Marketing was delivered by Professor R.A. Gbadeyan on the 19<sup>th</sup> June, 2025 with the title "*Something Else Beyond Marketing*". Prof. I.B. Kadiri delivered the 296<sup>th</sup> Inaugural Lecture and the sixth from Faculty with the title "*Let My Wage Take Me Home: Issues and Controversies*" on the 12<sup>th</sup> February, 2026, the first from the Department of Industrial Relations & Personnel Management. Today, 26<sup>th</sup> March, 2026, I am delighted and grateful to God and highly honoured for the unique opportunity to deliver the 299<sup>th</sup> Inaugural Lecture of this great University, the seventh from the Faculty and the second from the Department of Marketing with the title "*Marketing: Small word, Big Consequences*" before my mentors, colleagues, friends, relations, students and other well-wishers.

The Vice-Chancellor Sir, today's Inaugural Lecture is the first Inaugural Lecture presented by a man from Ako family, and the third Inaugural Lecture from Ilala. The first Inaugural Lecture from Ilala was delivered by Prof. Nasir Abdus-Salam from Department of Chemistry, University of Ilorin with title "*Pollution: A Course or A Necessity, The Choice is Yours*" on

the 2<sup>nd</sup> February 2023. The second Inaugural Lecture from Ilala was delivered by Prof. Moriam Adeyemi Aremu from Department of Business Administration, Al-Hikmah University, Ilorin with title *“Taking SMEs to the Next Level: Strategic Human Resource Management to the Rescue”* on the 9<sup>th</sup> July, 2025.

The choice of the topic was based on my business, marketing, academic and administrative experiences at various levels of my education pursuit, particularly at higher education levels over the past twenty-five years. I am currently on leave of absence and serving as a Head of an Institution that carries a mandate to prepare people for the teaching profession (every child counts). The quality of our products is a great determinant of the quality of education that our society gets. This is because, no nation ever rises above the quality of its teachers. This reality underscores the crucial position teachers occupy in any society and highlights the need to enhance their marketability so that they are duly appreciated and accorded their rightful recognition and remuneration.

An inaugural lecture is a celebration of a professor’s academic contribution, having reached the apex of his career. Since it is by definition an opening lecture or foundational lecture of an appointed professor, inaugural lecturers usually have the luxury of deciding the focus of their career. It is, for instance, legitimate to use the lecture to summarise one’s contributions to the field that led to his/her elevation to the chair. Some also use it to explore their current or future research interests. Another legitimate approach is to use the occasion to summarise the growth of the discipline in one’s University with the objective of setting the agenda for future direction and development of one’s department.

Mr. Vice-Chancellor Sir, I commenced my education career at St. Peter Faji School, Ajele, Lagos Island, Lagos State, where I served as the Class Monitor. At Primary 5, my late father, Alhaji Saliu Aremu Balogun, took me to our ‘super’ town called Ilala, Irepodun Local Government of Kwara State, Nigeria, to complete Primary 6 along with two of my siblings. My Class Teacher, Mr. Moses Opeyemi Gbadayan, having evaluated my previous performance at my former primary school, appointed me as the Class Monitor.

After the First School Leaving Certificate, I obtained secondary school form and filled in Omu-aran High School, Omu-aran, which was my first choice while other sibling opted for other secondary schools outside Ilala town to breathe the air of another environment. While awaiting admission, my late father encountered challenges in his business and the possibility of sponsoring the three of us in boarding schools at difference locations was no longer feasible. In addition, the shop he occupied at No. 359 Nnamidi Azikwe Street, Lagos Island, Lagos State was demolished in preparation for the construction and expansion of old Lagos Central Mosque (now Folawiyo Mosque), located at Nnamidi Azikwe Street, Lagos Island.

This development necessitated the three of us to proceed to Oyelagbawo Grammar School, Ilala where I again served as Class Monitor from Form (class) One to Form Five and where I also graduated as the best student in Commerce. My Principal, Alhaja Halimat Adebayo at Oyelagbawo Grammar School, was one of my mentors, and I remain grateful for her invaluable roles in my life.

Mr. Vice-Chancellor, the journey during that period was rather rough and unpalatable; largely occasioned by demolition of my father's shop. This led to late payment of school fees by our late father. Hence, the three of us agreed to change our surname. Since our father had three names: Alhaji Salihu Aremu Balogun, each therefore picked one independently. As surname, I took Aremu, the second sibling picked Salihu and the third person picked Balogun; hence, our names now are Aremu Mukaila Ayanda, Balogun Nurudeen and Salihu Nuha. We came up with these so that if we were called on the assembly ground for non-payment of school fees, people will not know that we are from the same father. This probably became the watershed of my career in Marketing and Strategy. Mr. Balogun Nurudeen has joined our late father on 28th December, 2024. May his gentle soul rest in peace.

Mr. Vice-Chancellor, I also attended Kwara State Polytechnic, Ilorin for a two-year IJMB A' level and graduated with 10 points in 1990. While studying, I worked with my father, who was selling vibrated blocks, cement, sharp and soft sand at Waterside, Maroko, Lagos. He gave me the opportunity to

market and supply granite and gravel side by side with him at his site in Maroko, Lagos, while he focused on selling of vibrated blocks, cement, sharp and soft sands. One day, my father called me, and insisted that I must further my education to the university level and should not be carried away with the money I was making. Internally, I was very happy, because it showed that if I gained admission into the university, he would release me since I could not do anything without his permission. Personally, I knew that I could not stay long in the business, because I came from a polygamous family, and the business belonged to all the wives and children, by implication.

The Vice-Chancellor Sir, I left that lucrative business for a brother of mine, Brother Eruwe Isiaka to manage, (now late) when I gained admission into University of Ilorin as a direct entry student in the 1993/1994 session. While we were waiting for the matriculation list, there was a strike on June 12<sup>th</sup>, 1994 and the school was closed down. We all left the university by 8<sup>th</sup> June, 1994, and did not resume until the following year, 1995. This forced the University Management to cancel 1994/1995 academic session. I was the manager of the year in my set and one of the four students who graduated in 1996/1997 session with Second Class Honours (Upper Division) out of 123 students graduated in that session. To God be the glory, I am the first among them to become Professor. After the mandatory NYSC year in Benue State, where I served as the Corpers' Liaison Officer (CLO) in Buruku Local Government, my uncle and mentor, Dr. (Alhaji) Ibrahim F. Ayanda advised me to pick up an M.Sc. form in Business Administration. He paid for the form in May 2001 and fully paid my M.Sc. school fees upon gaining admission.

Mr. Vice-Chancellor, while I was waiting for the M.Sc. admission, I received an invitation for an interview by the Management of the University of Ilorin on the 29<sup>th</sup> June, 2001, I attended the interview on Thursday 19<sup>th</sup> July, 2001, and was among the successful candidates for the position of Graduate Assistant. I was offered permanent employment on the 31<sup>st</sup> July, 2001, during the tenure of Prof. Shuaib Oba Abdulaheem, *OFR*, as the Vice-Chancellor. I formally joined the services of this great University on the 7<sup>th</sup> August, 2001 as a Graduate Assistant

in the Department of Business Administration, Faculty of Business and Social Sciences (now Faculty of Management Sciences). In the same month of August 2001, I was also offered an admission for M.Sc. Business Administration Programme by the Postgraduate School, University of Ilorin, Ilorin, where I emerged as the best graduating student in the M.Sc. set. I subsequently obtained my Ph.D. degree in Business Administration, and Postgraduate Diploma in Computer Science with Distinction from the same University in 2010 and 2011, respectively.

I obtained a Postgraduate Diploma in Education (PGDE) from the National Open University of Nigeria (NOUN)/National Teachers' Institute (NTI), Kaduna in 2015. Additionally, I acquired Certificates in Curriculum Development in Higher Education; Guidance and Counseling in Higher Education; Empowering Students with Special Needs; and Empowering Women for Success in Higher Education from National Universities Commission Virtual Institute for Higher Education Pedagogy in 2004. I also earned a Certificate in Data Processing and Management Information System from the University of Ilorin Computer Services and Information Directorate Unit in 2004.

I rose steadily through the academic ranks without missing any promotion cycle and become a Professor on 1st October 2018 during the tenure of Prof. Sulyman Age Abdulkareem. The Inaugural Lecturer of today is a distinguished Professor of Marketing, academic, an accomplished administrator, passionate leader and current Provost of Kwara State College of Education, Oro. In September 2025, I was honored with prestigious award as the Best State Provost from North-central Zone in Human Capital Development by Committee of Public Relations Executives and Information Officers of Colleges of Education in Nigeria. *Alliamudullilah Robilialaminah!*

## **Introduction**

Marketing is a discipline pioneering the interest and welfare of the consumers in the world of business. It has steadily developed from its traditional role of buying, selling and distribution of products and services from the producers to the consumers into a specialised and spectacular phenomenon with remarkable contributions to commerce, industry, education,

healthcare and other spheres of life. These accomplishments have resulted in impressive gains in man's standard of living. Therefore, effective and efficient marketing implementation and performance are fundamental to system success and national survival (Olujide, & **Aremu**, 2004; Aremu, Yusuf, **Aremu** & Olodo, 2021).

Today, I still wonder if enough is known about marketing. This is because, when I tell people I am a Professor of Marketing, they often say "Marketing Professor – buying and selling". Each new day, the individual's waking thoughts resonate on what to wear, what to eat, what to hear or listen to, where to go and what to do to, including weekends. I wish to inform the audience in this auditorium about this enviable and great profession, the one whose activities affect everyone. We are all involved in it on a daily basis consciously or unconsciously, regardless of whether one is a doctor, lawyer, businessman, teacher, engineer, architect, student, lecturer, senator, governor, or commissioner. Indeed, it was heavenly foresight that brought me into close embrace with this noble profession, which has become my career, source of livelihood, and a means of joyfully establishing my relevance in the society. Marketing has experienced substantial change in the recent years as the operating environments have become increasingly complex, unstable, and dynamic. Marketing is universal in application and not restricted to the business world. Everyone is involved in it, and without marketing, failure is inevitable. It is the concern of business owners and the entire society at large to promote and enhance the image of their activities (**Aremu** & Abdulazeed, 2020).

Marketing and marketing communication start from the home. There is communication and interpersonal relationships between husband and wife, parents and children, brothers and sisters which can only be achieved through effective communication. Here in the University, knowledge is not just imparted, but must be sold by the lecturers, and bought wholeheartedly and enthusiastically by the students; otherwise, the wealth of knowledge, which the students should accumulate would just fleet by. The lecturer must therefore know how to impart knowledge which in most cases, also marketing himself

(**Aremu**, 2024). In exchanging offerings, for example, the University of Ilorin provides satisfactions through its stable academic calendar and effective delivery of courses to students at all levels, alongside entrepreneurial skills development and other services and benefits to its market (students). These have made the University the most subscribed institution in Nigeria.

### *Marketing*

Mr. Vice-Chancellor, marketing thus becomes the management of process through which goods and services move from concept to the customer (Davi, 2017). **Aremu** (2008) posited that it is the process of planning and executing the conception, pricing, promotion, and distributing of ideas, goods and services to create exchanges that satisfy individual and organisational objectives/goals. According to Nnabuko (2016), marketing is a living course. In the morning, one wakes up, cleans up, dresses appropriately (packaging of self), buys bread, rice, yam, beans, etc for breakfast, and pays fare for transportation to desired location. All these activities we engage in are parts of marketing. These activities are so very familiar to us that we easily identify with marketing no matter our disciplines or interests. For this reason, people feel that marketing is a less worthy occupation, and so does not require rigour in mastering it. This is the reason why marketing receives little attention in personal life, in societal dealings (public and private) and even in governance.

Therefore, marketing practice in the 21<sup>st</sup> century is a tough one for professional marketing personnel. The marketplace is so dynamic that it is not enough to acquire the knowledge of the traditional marketing concepts and tools alone. As the trends are changing, and the marketplace is so dynamic, marketing practices require something extra by way of entrepreneurship skills to complement it; a mindset for opportunity-driven innovativeness (**Aremu & Aremu**, 2023).

Marketing activity is so important that everyone engages in it every day to satisfy his/her economic needs and wants. Thus, it is a crucial human endeavour that every human being consciously or unconsciously partakes in to meet their socio-

cultural and economic requirements (Mustapha, **Aremu**, Yusuf & Abdul, 2016).

Mr. Vice-Chancellor, businesses are now rethinking their approach to marketing. Most have tried numerous piecemeal advertising and promotional efforts. Effective marketing requires the organisation to thoroughly understand itself and the industry environment; to be very specific about its objectives; and to implement incisive business strategies. These entities will no doubt assure their survival and continued profitability by meeting customer needs more effectively and efficiently (**Aremu**, 2010). In order to drive the marketing process, a lot of philosophies, ideas, concepts and milestones have been developed over the years. These philosophies include the production, product, sales, marketing concept, societal marketing concept, relationship marketing, customer service management and sustainable marketing. The marketing concept has proved to be invaluable to success in business. Hence, marketing is small word, but where there is no marketing activity, the system will have its big consequences (**Aremu & Olujide**, 2004; **Aremu**, Mustapha, Aparu, & Okpara, 2016).

### **Philosophical Milestones of Marketing**

Marketing has taken various turns over the years since inception in the 20th century. The definition of marketing presupposes that marketing starts before production by carrying out activities (marketing research) that identify the needs and wants of consumers and still go on to link production to consumption. Marketing thus pervades the entire business spectrum. In the pre-colonial era, markets were primitive, and highly periodic. The colonial period, however, saw the development of towns, road construction, transportation, economic changes and growth in population. All of these encouraged physical structures, exchange and transportation systems, shortening of periodicity of market days, emergence of professional traders, improved and varied commodities of trade and daily markets. Since after independence, unequivocal changes have taken place in the marketplace and marketing generally.

Marketing management philosophies represent the concepts that have driven marketing over time since its formal inception in 1900 (Baker & Saren, 2010). The older concepts concentrated on finance (raising money for business), production and selling. These older concepts depicted marketing as beginning, with the end of production and ending when a sale is made. They thus magnified the ‘sales’ function into a department comprising advertising, research, personal selling and distribution. This is no longer considered true because marketing through research identifies what to produce and follows up the customer after sales to ensure satisfaction with their purchase. The newer concepts, however, emphasised the customer. The philosophies are now presented as follows:

#### *The Production/Pioneering Concept*

This is the first idea that pervaded thinking and practice from 1900. It dominated business into the 1930s, emphasising production processes and quantity. This concept assumes that consumers will readily respond to available products that are reasonably priced; the primary task is to improve production efficiencies to cut production cost. Hence, Kotler and Keller (2009) highlight such remarks by the founder of Ford Motor Company that “customers can have any colour they want so long as it’s black”. Firms therefore competed on the basis of economies of scale rather than needs satisfaction. They did not take into consideration customers’ views or their needs. Some organisations are still operating so today.

#### *The Product Concept*

This holds that consumers will respond to the quality of product. Morden (1993) and **Aremu et. al** (2017) averred that firms operating under this idea make heavy investment in development, and design capability, product testing facilities, quality assurance, and branding. Kotler and Keller (2009) opined that such managers commit the ‘better-mousetrap’ fallacy.

#### *The Selling/Sales Concept*

This concept held sway around 1930-1950. Because consumers were conditioned by the Great Depression and World War II to consume less products, manufacturers thus resorted to heavy personal selling and advertising campaigns. It holds that

consumers will not buy enough without a substantial selling effort by the seller. The “hard” selling practice of organisations during this period earned marketing a lot of criticisms and setbacks. Today, promotional tools are integrated to blend marketing communication effectively in conjunction with the other “3Ps” of marketing. Insurance sales agents use this concept considerably (Aremu & Saka, 2006).

### *The Marketing Concept*

The production process and sales techniques peaked by the end of World War II. There was mass production and many firms were in existence because the war ceased to claim people’s attention and resources. In the midst of plenty, the seller becomes less dominant and a buyers’ market ensues. This was the era that crowned the consumer ‘king’ and stamped the marketing concept into the marketing process. This concept emerged stating the need for the identification of customer needs, wants and preferences. It holds that all the units of the organisation should be customer-oriented; that is, integrate the marketing concept (Aremu & Saka, 2006).

### *Societal Marketing Concept*

This is holding sway still along with the marketing concept. It holds that customers’ satisfaction, and long-term consumer and societal well-being generated by organisations to satisfy organisational goals will ensure customers’ goodwill and steady profits. Aremu, Yusuf, Aremu and Olodo (2021) posited that Social Marketing if properly carried out will serve as a driver of entrepreneurial performance.

### *Customer Relationship Management*

This is an offshoot of relationship marketing. It emerged as a result of all the important changes that have affected the way business, in general, is done. It makes use of diverse collection of software and services which are intended to assist organisations in increase customer loyalty, target their most profitable customers, and streamline sales processes and the analyses of customer data (Nnabuko, 2016).

All these concepts are needed in marketing, but it is obvious that not all organisations do the same things. Some

organisations may have evolved through all these stages; some may have adhered to only one or two of them. Each freely chooses what to do and how to operate. Only a few organizations fully integrate the marketing concept while only the large ones undertake the societal marketing concept which emphasises the organisational social responsibility. These responsibilities range from the provision of infrastructure to welfare and sponsorship of community development projects. Hence, where there is no marketing knowledge, organisations will not provide these infrastructures to the environment despite the huge profits they declare, and there will be big consequences on the system and environment.

### **An Overview of the Development of Marketing in Nigeria**

Mr. Vice-Chancellor, the development of modern marketing is a relatively recent phenomenon on the Nigerian marketing environment and on the economic scene. It is majorly a post-independence development. This inaugural lecture focuses on two periods: the 1900 – 1967 period and the post-1970 period, thus leaving out the Civil War period, 1967 – 1970.

#### *The 1900 – 1967 Period*

This period covers the colonial period up to the outbreak of the Civil War in 1967. During this period, marketing was mainly synonymous with the importation of finished goods from foreign countries and the distribution and retailing of the same in the country in addition to the traditional trade in foodstuffs and handicrafts. The major actors in the import trade were the foreign merchant houses, notably the PZ, United Africa Company (UAC), John Holt, S.C.O.A., Union Trading Company (UTC) and Leventis, who also involved in the export of some cash crops like palm produce, cocoa and groundnuts, among others.

By the late 1950s, the expatriate trading companies had started moving into import-substituting industries like sewing machines, assembly plants, cigarette factories, breweries, bicycle assembly lines, cement, soap, corrugated iron sheets, tyres and tubes. Marketing activities, particularly advertising of product by these organisations, became more visible, while distribution essentially followed the channels already established for the

imported products. The indigenous merchants, who hitherto held an insignificant share of the import trade, expanded their businesses and were attracted to fill the vacuum created from the shift into manufacturing by the foreign trading houses. If there were no marketing activities, the expansion would not been possible. Hence, the availability of marketing assisted organisations to grow and develop (Olujide & **Aremu**, 2004).

### *The Post 1970 Period*

The Vice-Chancellor Sir, there are remarkable gains from marketing activities during post-Civil War in Nigeria arising from the oil boom in the 1970s which ushered in a modern consumer sector. The country was able to import all manner of products and the Nigerians had the purchasing power to buy them. Also, with increased mobility and opportunities for foreign travel, Nigerians received greater exposure and sharpened their appetites for sophisticated consumer goods, even when they are not necessities. Furthermore, marketing as a managerial function was increasingly recognised and applied in the operations of Nigerian businesses. In the pre-Civil War era, one could hardly see the word ‘marketing’ on the organisational chart of any except for the largest consumer products companies like Lever Brothers (Nigeria) Plc. The sales manager was the highest-level marketing officer in the typical company’s hierarchy. The situation is vastly different today. Many firms - even relatively small ones – now have positions like marketing manager, director of marketing, sales manager, brand manager and so forth, reflecting the growing sophistication of marketing operations and activities. **Aremu**, (2013) noted that there is still insufficient understanding of how individuals should use marketing knowledge and skills to influence marketing – based outcome.

Mr. Vice-Chancellor, there is a heightened awareness of marketing through course offerings in universities and polytechnics in the country, as well as through marketing seminars and workshops. The efforts of the Nigerian Marketing Association (NIMARK), National Institute of Marketing of Nigeria (NIMN), and the Association of Marketing Academic

Professionals (AMAP), among others, in striving to elevate the practice of marketing in Nigeria are highly remarkable.

In the 1980s, a serious economic depression gripped Nigeria to the marrow, arising from an inability to understand marketing as a managerial function and how it could shape and turn a situation around. The free importation spree of the 1970s could not last, and by the close of the decade, Nigeria was spending more foreign exchange than it was earning (mostly from crude oil exports). There was under-utilisation of production plants capacity, shortages of goods, and high inflation arising from the corrupt import licensing scheme. In 1986, the Nigerian government adopted more stringent economic measures under the Structural Adjustment Programme (SAP) with the overall objective of moving the economy from an import-dependent over regulated economy to a self-reliant, de-regulated and market-driven economy. Marketers suddenly realised that they had to do more sophisticated marketing in order to woo back the disillusioned and choosy consumers. **Aremu** (2008) is of the opinion that the prevailing economic realities dictate that most companies should be marketing-led.

### **Marketing Strategies and School System**

Marketing strategies in school should focus on matching products and services with customers' needs or wants, decide where and when to sell, distribute, promote products/services/ ideas and set prices/school fees. The strategic approach depends on whether the school is addressing existing customers or is trying to attract new customers and whether the product or service is new or already established. Each institution has a marketing strategy, which is an overall plan for the attainment of institutional goals. **Aremu** (2013) posited that it is necessary to create strategic opportunities and to manage the concomitant changes required within any system. He further buttresses that in the world of marketing, organisations seek to maximise returns to shareholders by creating a competitive advantage which can be achieved by identifying, providing, communicating and delivering value to customers. **Aremu, Alawode, and Bello** (2025) further stressed that there should be effective communication with customers, understand their needs and

adopt appropriate marketing strategies. Marketing strategies in schools are all about increasing applications and enrolment, registrations, and how to serve the existing students better, as competition between schools is greater than it has ever been. The following are marketing strategies employed by the school (Atolagbe & Aremu, 2014).

**Table 1: Marketing Strategies Employed by the School**

<p><b>(i) Curriculum Mix</b></p> <ul style="list-style-type: none"> <li>❖ Science/ICT preference</li> <li>❖ Mixture of science/vocational curriculum</li> <li>❖ Adoption of moral education</li> <li>❖ Mixture of Nigerian, French, British curriculum</li> <li>❖ Extended curriculum services</li> <li>❖ Holiday / Saturday lessons</li> <li>❖ Extended school hours</li> <li>❖ Admission/Remedial services e.g., IJMB, JUBEB, Scholastic Aptitude Test (SAT), etc.</li> </ul>	<p><b>(ii) Student Personnel Services Mix</b></p> <ul style="list-style-type: none"> <li>❖ Hostel Services</li> <li>❖ Transport/Mobility services with new air-conditioned buses</li> <li>❖ Clinic services</li> <li>❖ Educational tours, within and outside the country</li> <li>❖ Participation in elite school competitions like Shell cup, Cow bell, Science Olympiad, etc.</li> <li>❖ Students formal and informal groups: Boys</li> <li>❖ Brigade, Girls Scout, Boys Scout, Road Safety Club, etc.</li> <li>❖ Guidance and counseling services</li> </ul>
<p><b>(iii) Co-Curricular Activities</b></p> <ul style="list-style-type: none"> <li>❖ Games, sports, athletic meeting standard sport equipment/facilities</li> <li>❖ Clubs, societies, weeks (science week)</li> <li>❖ Days: Mother's Day, Father's Day, Empire Day, French Day, Day out with mum, etc</li> </ul>	<p><b>(iv) Parent Personnel Service</b></p> <ul style="list-style-type: none"> <li>❖ Vibrant and purpose driving Parent Teacher Association.</li> <li>❖ Open days, Visitation days</li> <li>❖ Flexible fees payments,</li> <li>❖ Waivers, school scholars/ scholarship programmes</li> </ul>
<p><b>(v) Information Service</b></p> <ul style="list-style-type: none"> <li>❖ School public</li> </ul>	<p><b>(vi) Enrolment Incentives-</b></p> <ul style="list-style-type: none"> <li>❖ Free admission forms to prospective students</li> </ul>

<ul style="list-style-type: none"> <li>relation/customer service officer</li> <li>❖ Radio/TV adverts</li> <li>❖ Sponsorship of Radio/TV education related programmes</li> <li>❖ Website designs e-mail, online internal examination results</li> <li>❖ Placement of school handbills in strategic places like airport, eateries, banks, churches, mosque, post-office, etc.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Rebate on admission forms</li> <li>❖ Partnering with various junior schools to encourage enrolment (Schools integration linear)</li> <li>❖ Automatic granting of admission to pupils in Junior/Primary schools to the Basic/Senior classes (Schools integration vertical)</li> <li>❖ School beautification programmes, etc.</li> </ul>
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**Source:** Atolagbe and **Aremu** (2014)

### **Marketing: Small Word, Big Consequences**

The Vice-Chancellor Sir, marketing is a small word but there is no other profession that has such serious commitments to clients (customers) and products and services like the marketing profession. It achieves organisational goals by laboriously and conscientiously serving customer needs and wants. Because every action of marketing derives from serving and protecting the interests of customers, marketers have close and warm relationships with their customers. Hence, where there is no marketing application, the interest of customers will not be served. If it is served at all, it will be poorly served and results to negative and big consequences. Thus, marketing offers a number of benefits to everyone within any economy. Bharadwaj *et al.* (2005), **Aremu** (2008), **Aremu** (2013) and **Aremu, et al.** (2023) commended Peter Drucker's comments in 1958 that marketing has the capacity to change the entire economic tone of underdeveloped countries without making any changes to their methods of production, distribution of population, or of income. The implication of this is that, if the government integrates marketing into its operations, the economic landscape will be improved tremendously.

Mr. Vice-Chancellor, marketing is a journey, not a destination. The goal of marketing is to build relationships with

customers. This requires a long-term commitment to creating value for customers. Managers need to focus on building relationships with customers. This means understanding their needs and wants, and providing solutions to those needs. **Aremu** (2021) commented on how easy it is to appreciate the role of marketing in the advanced societies. He stressed that marketing knowledge and adoption have culminated in intense and stable competition in their economies; whereas the story is quite different in the developing countries like Nigeria, which lack the marketing spirit and this led to negative and big consequences in the operation of some Nigeria business.

Every Chief Executive Officer today periodically faces urgent marketing challenges that can have consequence on the future of the system. Frequently, these decisions are made without having an opportunity to study the situation and make the best ones. The marketing concept puts the beneficiaries and their satisfaction at the center of the marketing system. **Aremu** (2019) stressed that products have to be designed, developed, produced, branded, packaged, and distributed to willing buyers, but where there is no marketing application, the process will not be followed, or be poorly followed, and there will be big challenges. **Aremu** (2003) posited that marketing is the strategic concept that focuses on the practical application of marketing orientation, techniques, and methods. Hence, where there is no marketing application in place, the orientation, techniques, and methods will have big consequences.

The Vice-Chancellor Sir, when there is a lack of marketing or inadequate marketing implementation, the organisation suffers big consequences in several ways. These include:

- i. *Visibility Reduction:* When there is no marketing application, organisation as well as its products or services, might not reach their target audience, leading to reduced visibility and awareness. This will have negative and big consequences on performance of the organisation in both short and long run. I, therefore, implore the managers/management of service and non-service oriented organisations to adopt appropriate

marketing techniques and strategies in their operations (**Aremu & Adegbaju, 2024**).

- ii. *Low Sales/Enrolment*: Lack of marketing or deficient marketing effort can result in lower sales, as potential customers may not be aware of the product or service. This explains why organisations put all the various bundles of products on their sites. Service organisations such as universities/polytechnics and colleges of education put all their programmes on their website for applicants to access and select from based on their ‘O’ Level requirements. Continued low sales and enrolment will lead to low revenue generation, and by extension, extinction of the organisation/programme (Atolagbe & **Aremu, 2014**).
- iii. *Stagnant Growth*: Limited marketing activities has its big consequences that can hinder organisational growth, as lack of awareness and visibility can prevent new customers from discovering the product or service. The success of any organisation depends on its ability not just to retain old customers, but ability to attract the new ones through effective and aggressive marketing (Aremu, 2019).
- iv. *Competitive Disadvantage*: In competitive markets, businesses with limited marketing efforts might struggle to keep up with competitors who invest more in marketing activities and promotion of goods and services. **Aremu** and Adegbaju (2024) and Atolagbe, **Aremu**, and Aremu (2019) posited that failure of organisation or business to incorporate marketing activities in its operation may lead to cessation of such business.

Adequate attention must therefore be given to marketing in order to prevent organisational failure in the society. Hence, where there is no effective marketing, well-designed organisations will be struggling to attract clients/customers, generate revenue and sustain themselves (**Aremu, 2008**; Ishola, **Aremu, & Adedoyin, 2016**). Some years back in this university,

Departments market their programmes and rebrand their names to prevent big consequences. For instance, when the enrolment is dwindling, Department of Geography change its name and programme to Department of Geography and Environmental Management, while Department of History change its name to Department of History and International Studies. This changed the enrolment pattern arising from this effort and resulted to favourable and big consequences.

### **My Research Focus and Scholarly Contributions**

The Vice-Chancellor Sir, in the course of my academic and professional career, I have carried out several studies in marketing related areas. Many organisations, including educational institutions failed or find it difficult to survive today because they continue to take that, small word marketing, for granted. They exhibit old products or programmes without introducing new ones. This is partly due to insufficient marketing knowledge. Arising from this trend, **Aremu's** (2003) study that focused on "New product planning and development as the bedrock of organisations" posited that the growth of any type of organisations is a function of new product or programmed development. It emphasised the competitive nature of organisations, which require organisations to introduce new products or programmes in order to keep up with rivals. The study strongly encouraged top management not to relent on their efforts in this direction. The study contributed to the discourse on product planning and development and maintains that achieving competitive edge over other competitors is to develop a new product or programmes that will be perceived as unique by customers or markets. The study recommended that new product or programme development must be accompanied by adequate delivery in the marketing environment. This revealed that marketing is an important element that assists marketers to satisfy customer needs by creating new value through new product development. This would enhance performance and guide any negative consequences.

The Vice-Chancellor Sir, the educational sector particularly at the primary and secondary levels has been facing a lot of challenges in recent times in Nigeria. Worthy of note is

the problem of qualitative services, as schools often try to outperform their competitors in attracting and holding a large number of students without providing qualitative services. Given this scenario, Atolagbe and **Aremu** (2014) dwelt on recent liberalisation of education in the country, which has led to upsurge in the number of schools established by private entrepreneurs in all tiers of education. Interestingly, our study classified schools as Future, Tomorrow, Today and Yesterday schools. This classification was modeled after the Boston Consulting Group (BCG) Matrix. The emphasis has been on comparing the competitive advantage of private schools in terms of curriculum mix, student personnel services mix, co-curricular activities, parent personnel service, information service, and enrolment incentives.

From the findings, most of the schools do not survive their second “birthday” because of certain constraints. These constraints include lack of capital, human resource challenges, market-based challenges, unfavourable legal and regulatory conditions and weak institutional regimes. Strategic Business Unit (SBU) is one of the key means by which schools can overcome these harsh environmental conditions to survive and grow into recognisable entities. The proprietors of schools must undertake a complete repackaging of their services and offerings in order to encourage and stimulate continuous patronage and loyalty. The truth of the matter is that, the school manager, teacher and parent are the greatest marketing tool of any successful school. The study came up with appropriate marketing strategies for each of the private schools classified under the BCG Matrix. However, it strongly held that the greatest marketing strategy opened to schools is their academic accomplishments if they want to prevent any negative consequences.

It is worthy of note that customer retention is an important element of marketing strategy in today's increasingly competitive economic environment, in order to prevent big consequences, the education sector is inclusive. It is not the number of students enrolled in the first year that is essential, but how many are retained on till graduation. In view of this, Aremu, Olodo, **Aremu** and Rasheed (2016) examined the effect of

product strategy on customer retention with scenario in manufacturing-oriented organisation. When new customers are attracted, the problem posed by improper customer retention practice experience persisted. Product strategy and customer retentions have therefore occupied predominant place in the marketing arena. The study obtained data from manufacturing industries and logistic regression was used as a tool of analysis. The study found that brands, advertising and packaging of the product had positive significant effect on customer retention. The study concluded that brands, advertising and packaging of the product should be given due attention to avoid negative consequences because of their significant effect on customer retention in any organisation.

Mr. Vice-Chancellor, the application of marketing theory is also relevant in the political sphere. It is essential to adopt marketing techniques by political parties in their electoral campaigns. In view of this, **Aremu** (2008) conducted a study on quantitative and qualitative approaches of how political processes and electoral behaviours from marketing perspective offered new insights into the behaviour and performance of Nigerian political parties. The issues examined in the study were the expressed understanding of marketing concept, attitudes towards it, its influence and applicability within the political organisation in Nigeria. Data were collected from three political parties (People Democratic Party (PDP), Action Congress (AC), and All Nigerians Peoples Party (ANPP). The study revealed the strength of adoption of marketing activities and orientation among the political parties.

Based on the findings, it was concluded that political parties focus comes in any election should be on voters' needs and wants and best way to satisfy them. The study recommended that political parties should design their "political product" in such a way that it will attract support from those that needed them, otherwise, there will be big consequences. This is to attract voters during the local, state and national elections. Therefore, any party that take marketing for granted will have its consequences.

As a follow up, **Aremu**, Mustapha and Abdulazeez (2020) conducted a study to determine the impact of political

promotional incentives on electorates' choice of candidate in Ilorin metropolis. The study focused on how political promotional incentives influence the behaviour of the voters' electoral decision-making. The study adopted purposive and simple random techniques. The study revealed a relationship between political promotional incentive and electorates' choice of candidate. The findings indicated that a larger percentage of the respondents agreed that when an electorate receives a political promotional incentive from a candidate, he (the electorate) easily becomes his (candidate's) political evangelist who then takes it upon himself to spread good words about the candidate to others around him and the consequences of this is big.

The study recommended that vote buying, although influence the electorates on the choice of their candidates; this should be discouraged because it does not build good image for the party. They should take a lesson from famous politician-cum-philanthropist MKO Abiola who, through his unprecedented generosity and kind-heartedness towards all and sundry, won the hearts of the masses during his time. The electorates should not base their choice solely on the political promotional incentives received from candidate(s). This is because, ideally, leaders ought to be chosen based on their perceived competence and not on the basis of declaration of interest, or political promotional incentives.

The Vice-Chancellor Sir, recently Nigerians are getting busier in their various workplaces; many are spending more than forty hours per week which implies that a reasonable number of income earners in Nigeria take at least one if not two of their three-square meals outside of their home, i.e., in a restaurant. This, therefore, increases the level of restaurants patronage since they will want to consume prepared or packaged foods that require little or no cooking. I investigated customers' attitudes toward restaurants patronage in Ilorin metropolis from marketing mix perspective (**Aremu**, 2008b). The study examined the various marketing mix elements as determinant for restaurants patronage within Ilorin metropolis. The study revealed marketing mix factors such as service quality, product, promotion, place and price as determinants for restaurants selection within Ilorin metropolis. The study concluded that food quality, friendliness to

customers, variety of food, proximity to office and residential, accessible car park and moderately low price are the most important factors customer focus on when selecting restaurants for business or leisure purpose. As such, managers of restaurants should build their marketing mix strategies along these factors and should not take these variables as small word to avoid big consequences.

The level of global competition, where economic crisis deepens and competition gets fiercer is getting tougher. This calls for understanding of sociological variables influencing consumer behaviours, because they are vital to the success and positive consequences of any business. **Aremu**, Olaniyan and Aremu (2015) therefore examined the sociological factors affecting marketing of customers' goods. The methodology used was the descriptive survey and the Pearson correlation analysis. A total of 300 copies of the questionnaire were randomly distributed to targeted phone users within Ilorin metropolis through survey method on factors that affect customers' buying behaviour and buying decisions. These factors were categorised as cultural factors, social factors, personal factors and psychological factors. The result revealed that all the sociological variables (Cultural, Social, Personal and Psychological) significantly affected marketing decisions. The study suggests that a successful consumer-oriented market service provider should work as sociologist in order to explore sociological variables (characteristics) to attract (induce) consumers. By considering the factors affecting consumers, marketers would ensure that the goal of consumer satisfaction is achieved. Hence, the study of consumer buying behaviour, a branch of marketing is the gate way to success and to prevent negative consequences in market.

The fact that the world has become a global village has made market segmentation a vital ingredient for every organisational performance. In view of this Aremu, **Aremu**, Olodo, and Oluwa (2015) investigated the effect of market segmentation as an alternative marketing strategy for enhancing organisational performance in Nigeria. The study was based on secondary data collected from the Nigerian Communication Commission. The data consisted of the market share of MTN

over a period of 2011-2013 and were analysed using regression analysis and Analysis of Variance. The findings revealed that there is strong positive significant relationship between market segmentation and organisational performance. The study concluded that MTN Ltd places most of its products on segmentation to meet specific users' choice of plans and packages that suit them. Market segmentation therefore plays an important role on its performance. This necessitated increase in the numbers of consumers in the marketplace over the last decades and this calls for market segmentation by the other similar business owners in order to compete favourably in the dynamic marketing environment. The study has proven it beyond reasonable doubt that market segmentation has a positive consequence on MTN performance.

Islamic perspective on marketing is increasingly gaining momentum in today's international economy. In view of this, we carried out a study on "Traditional Marketing Mix Elements: A Literature Review from Islamic Perspective" (Mustapha, **Aremu**, Yusuf, & Abdul, 2016). The study fundamentally presented an Islamic perspective for understanding, and implementing the various elements that constitute marketing decision areas (4Ps). It was essentially based on content analysis through the review of extant relevant Islamic literature as it explored marketing mix elements from the perspective of Holy Quran, Hadith and opinions of different scholars in Islamic marketing and business literature. The study concluded that the philosophy of Islamic marketing is based on the belief of value maximisation, which is built on fairness and integrity for the extensive well-being of humanity. Hence, marketers should ensure that their marketing programme, activities and strategies are consistent with Allah's main purpose of creation. Therefore, marketers should desist from promotional techniques that use sexual appeal, emotional appeal, fear appeal, false testimonies and pseudo research appeal. Otherwise, the consequences of such techniques will be great.

The Nigerian Telecommunication sector witnessed a positive change with the liberalisation of the sector in 2011 which brought into the market many GSM operators. Several challenges due to dynamism of the sector and unpredictable

competitive marketing environment such as vadanlisation, multiple taxes and power failure (Ishola, **Aremu** & Adedoyin, 2016). The study examined marketing strategy variables employed by the selected GSM operators and their contributions to performance. The study purposively selected the leading GSM operators, MTN and GLO and collected information through structured questionnaire and personal interview. The result of stepwise regression analysis of the eight factors; operating staff, operating equipment, promotion, service care, support service, location, distribution and price revealed that they were the eight dimensions contributed to the GSM operators' performance. The study concluded that eight marketing variables will enhance performance although at various degrees in the industry. This further buttressed that marketing must not be neglected, if the organisation wants to succeed and prevent negative consequences.

The study on the disposition of price and pricing in the digital era and its implication on marketers and customers was appraised. The lockdown and restricted movement occasioned by the COVID-19 pandemic witnessed an unprecedented participation of Nigerians and the world in the digital market (**Aremu** & Abdulazeez, 2020). The study stressed that prices are widely competitive and customers are more sensitive to them than any other element in the marketing mix. As a result of this, setting price of any product gives marketers a lot of headaches. From all the entire marketing mix elements, price is the only one that generates revenue for organisations. With the digitilisation of the economy, goods and services are now increasingly purchased online. The study's finding revealed that organisations that want to succeed in this digital period must factor in variables such as brand, markets, cost and income level of consumers in pricing their product since consumers have access to numerous online products. It was concluded that organisations must be conscious of pricing strategy and review all other factors affecting the choice of pricing strategies so as build an efficient pricing plan to prevent negative consequences in this digital era.

Similarly, **Aremu**, Gbadeyan and Aremu (2016) investigated the relationship between environmental factors and strategic marketing planning in the selected Nigerian Insurance Companies. This was necessitated by the fact that Nigerian

insurance industry is saddled with the responsibility of financing economic activities and underwriting risks resulting from uncertainties created by the volatile Nigerian marketing environment, coupled with multiplicity of problems and challenges that undermine their ability to deliver quality services at reasonable cost. The study obtained secondary data spanning between 1999 and 2013 from 246 top and middle managers of five insurance companies: Niger Insurance, Cornerstone Insurance, NEM Insurance, Crusader Insurance and Industrial and General Insurance Company. The result revealed a positive relationship between environmental factors and strategic marketing planning. This means that environmental factors have positive influence and effect on strategic marketing planning in Nigerian insurance companies. The findings further showed that social responsibility, service scopes, and service culture strongly influenced strategic marketing planning. However, employee satisfaction is negatively related to environmental factors. The study concluded that the major problem of strategic marketing planning in the insurance industry was their inability to develop necessary manpower and on-the-job training to meet the needs and expectations of the clients (customers), this would lead to negative consequences for their business.

Similarly, **Aremu** *et al.* (2018) examined the effect of enhancing service quality dimensions on sustaining customer satisfaction. Our study in this regard posited that retaining customers and sustaining long-term customer interest needs to be maintained by enhancing quality services in the banking sector in order to prevent negative and big consequences. The study focused on 250 customers and data were collected from the customer of money deposit banks in Ilorin metropolis. The techniques employed for data analysis included multiple correlation and multiple regression analyses. The findings showed that there is relationship between enhancing service quality and sustaining customer satisfaction. Tangibles, reliability and responsiveness dimensions have significant impact on customer satisfaction. The study concluded that since enhancing service quality dimensions have proved to be important factors and the driving force behind sustaining customer satisfaction, managements should continue to enhance

quality services to sustain their customers' patronage and avoid negative consequences.

A system that did not want to fail must give adequate attention to its brand name, because brand is paramount to organisational survival as it is not just a differentiating tool but a competitive marketing weapon. Many systems have negative big consequences and failed because they took the brand and its name for granted. **Aremu**, Musa, Mustapha, and Aremu (2018) examined the impact of the brand name on consumers' choice in Ilorin metropolis with specific reference to Dangote Flour Mills Plc, Ilorin plant and also assessed the buying behaviour of consumers with respect to brand name of products. We used a sample size of 163 which was conveniently selected through the use of Guilford and Flusher's formula from the population of 274 consumers of Dangote flour who used the brand in bread production. The data were analysed through descriptive and inferential statistics. An inference was drawn with the aid of logistic regression through maximum likelihood technique of estimation. The finding of the study revealed that the brand name had a significant positive impact on consumer choice. Thus, the study concluded that effective marketing strategies and legal means be put in place to protect brand name against dubious counterfeit to prevent negative consequences.

**Aremu** and Adegaju (2024) evaluated the market and economic analysis (cost/returns structure) of broiler chicken production in Irepodun Local Government Area of Kwara State, using Benefit Cost Ratio (BCR) to determine the factors influencing the profitability of broiler chicken production in the study area. The study employed probability stratified sampling technique and purposive sampling to enable the generalisation of the result. The study's finding revealed that financial returns increased as the number of broilers raised increased because some cost components were not significantly affected by the increasing number of birds. The study concluded that increase in market prices and increase in broiler weight at point of sale will increase the financial return of the broiler production. Therefore, farmers who diversify their operations can increase the value of their output and lessen their reliance on erratic market prices.

In Nigeria, there seems to be a shift from a traditionally conservative labour market to a more liberal and evolving one, reflecting broader economic transformation. **Aremu** and **Olawale (2025)** examined labour market fluctuations in Nigeria from 2008 to 2022 using a DSGE model to analyse the payroll paradox. The study assessed how different economic shocks affect labour market outcomes. The study used secondary time-series data from the Central Bank of Nigeria's statistical bulletin and the World Development Indicators covering 2008 to 2022. The analysis employed a Vector Autoregressive (VAR) model. The study concluded that economic shocks adversely affect labour market outcomes, worsening the economic outlook by prompting firms to cut jobs or reduce working hours. Additionally, the study also concluded that increase in Real Gross Domestic Product (RGDP) may disproportionately benefit capital-intensive sectors like manufacturing or mining, while labour-intensive sectors such as services or agriculture may shrink or experience slower growth. This sectoral shift could result in overall negative consequences on employment, even as the economy expands. Therefore, Nigeria governments should implement labour market reforms that enhance wage flexibility.

### **My Contributions to the University System**

The Vice-Chancellor Sir, I commenced my working career in the University of Ilorin, Ilorin, in 2001 as a Graduate Assistant in the Department of Business Administration, which was housed in the defunct Faculty of Business and Social Sciences. I have held academic and administrative positions in the Department, Faculty and University at various times.

At the Departmental Level, I have served as:

- Level Adviser (2008 - 2013)
- Assistant Departmental Examination Officer (2007 - 2010)
- Departmental Academic Secretary (2001-2002)
- Organiser, Master of Business Administration (MBA) Professional Programme (2012 - 2013)
- Coordinator, Certificate Programme - Health Information Management (HIM) and Health Planning and Management (HPM) (2011 - 2012)

- Project Coordinator (2004 - 2012)
- Acting Head/Visiting Senior Lecturer on Sabbatical Leave, Department of Business Administration, College of Management Sciences, Al-Hikmah University, Ilorin (2<sup>nd</sup> Oct. 2013 - 30<sup>th</sup> Sept. 2014)
- Ag. Head, Department of Marketing, University of Ilorin (2015 - 2017)

At Faculty Level, I equally served the Faculty as:

- Faculty Representative, Alumni Association, Unilorin Branch (2010 - 2021)
- Faculty Representative, CBT Committee (2014 - 2017)
- Faculty Representative, e-Learning Committee (2016 - 2017)
- Faculty Representative on Board of Postgraduate School (2019 - 2021)
- Chairman, Faculty Students Examination Monitoring Committee (2020 - 2021)

At University Level, I have diligently served in several capacities as:

- Chairman, GNS 111 University Monitoring Committee (2014 - 2018)
- Deputy Director (Commercial), Laboratory to Product Centre (2016 - 2017)
- Deputy Director (Business), Unilorin Consultancy Services Centre (2017 – 2019) during our tenure, the Centre witnessed a turnaround accomplishment and high performance. We procured about N10,000,000.00 new fully automated bottle line machine for the Unilorin Water Factory and set aside about N5,000,000 for purchase of water truck
- University Examination Commissioners in the following Faculties: Basic Medical Sciences (Harmattan Semester 2014/2015 session); Agriculture (Rain Semester 2018/2019 session); and Education (Rain Semester 2014/2015 & 2019/2020 sessions)

- Chairman, Unilorin Petrol Station Management Board, the position I occupied Nov., 2019
- Provost, Kwara State College of Education Oro appointed by His Excellency, Mallam AbdulRahman AbdulRazaq, *CON*, the Executive Governor of Kwara State and Chairman of Nigeria Governors' Forum on 15<sup>th</sup> June, 2021.

#### National Assignments

- External Resource Person during interview of candidates for Appointment of New Provost, Kwara State College of Education (Technical) Lafiagi (03/04/2025)
- External Resource Person, Interview of candidates for appointment of New Provost, Federal College of Education (Special) Oyo, Oyo State (03/04/2023)
- Member, Selection Board for the Appointment of VC, Al-Hikmah University (June, 2020)
- Member, Selection Board for the Appointment of the Bursar, Al-Hikmah University (Feb., 2021)
- Member, Selection Board for the Appointment of Registrar, Al-Hikmah University (May, 2023)
- Member, Selection Board for the Appointment of the Bursar, Al-Hikmah University (2026)
- External Assessor for promotion of Academic Staff members to Professorial cadre in the following Nigerian universities: University of Maiduguri, Maiduguri; Thomas Adewumi University, Oko, Kwara State; University of Calabar, Calabar; Federal University of Agriculture, Abeokuta, Ogun State; Joseph Sarwuan Tarka University, Makurdi, Benue State; Benue State University, Makurdi, Benue State; Lagos State University, Lagos State; and University of Jos, Jos.

#### NUC Assignments

- Member, Management Sciences Team, NUC Accreditation for M.Sc. Marketing Programme at Covenant University, Ota, Ogun State (28<sup>th</sup> – 30<sup>th</sup> March, 2021)

- Member, Management Sciences Team, NUC Accreditation for B.Sc. Business Administration Programme at Badamosi Babangida University, Lapai, Niger State (6<sup>th</sup>–8<sup>th</sup> April, 2021);
- Member, Management Sciences Team, NUC Accreditation for B.Sc. Business Administration Programme at Federal University of Agriculture, Abeokuta, Ogun State (28<sup>th</sup>–30<sup>th</sup> Nov., 2021)
- Member, Management Sciences Team, NUC Accreditation for B.Sc. Business Administration Programme at Admiralty University, Ibusa, Delta State (12<sup>th</sup>– 14<sup>th</sup> Dec., 2021)
- Member, Management Sciences Team, NUC Accreditation for MBA Programme at Delta State University, Abraka, Delta State (15<sup>th</sup>– 17<sup>th</sup> Dec., 2021)
- Member, Management Sciences Team, NUC Accreditation for B.Sc. and M.Sc. Marketing Programmes at Ebonyi State University, Abakaliki, Ebonyi State (19<sup>th</sup> – 21<sup>th</sup> Nov., 2024)
- Member, Management Sciences Team, NUC Accreditation for B.Sc. Marketing Programme at Caritas University, Amorji - Nike, Enugu, Enugu State (22<sup>nd</sup> – 24<sup>th</sup> Nov., 2024)
- Member, Management Sciences Team, NUC Accreditation for B.Sc. Marketing Programme at Redeemer’s University, Ede, Osun State (12<sup>th</sup> – 15<sup>th</sup> Nov., 2025)

#### At the International Level

- External Examiner/Assessor, School of Graduate Studies and Research, University of Cape Coast, Ghana (22<sup>nd</sup> Oct., 2013 - Date)
- External Assessor, Department of Business Administration, College of Management of Information Technology, American International University, West Africa, The Gambia
- Department of Communication, Faculty of Social Science and Humanities, University of Fort Hare, Alice, Eastern Cape, South Africa

### Other Activities

- Financial member of the University of Ilorin Muslim Community
- Treasurer of University of Ilorin Business Community Multipurpose Cooperative Society Ltd. Member, Committee on Research Policy and Ethical Review, Al-Hikmah University, Ilorin, Kwara State (Mar., 2014 – 31<sup>st</sup> Sept., 2014)
- Member, Finance Committee, Symposium on “Islamic Financing and Economic Development” organised by College of Management Sciences, Al-Hikmah University (9<sup>th</sup> Dec., 2013)
- Chairman, Publicity Committee on Symposium on “Islamic Financing and Economic Development”, Al-Hikmah University (9<sup>th</sup> Dec., 2013)
- Chairman, Departmental Research Methodology Committee, Al-Hikmah University (Dec., 2013 - 31<sup>st</sup> Sept., 2014)
- Member, Journal and Other Publications Committee (JOPC), Al-Hikmah University (Nov., 2013 - 31<sup>st</sup> Sept., 2014)
- Chairman, Departmental Seminar Committee, Al-Hikmah University (Nov., 2013 - 31<sup>st</sup> Sept., 2014)
- Chairman, Departmental Postgraduate Curriculum Committee, Al-Hikmah University (Oct., 2013 - 31<sup>st</sup> Sept., 2014)
- Chairman, Special Staff Audit Committee, Appointment and Promotion Committee (2018-Date)
- Member, Governing Council of Al-Hikmah University (2018 - Date)
- Patron, National Association of Women in Colleges of Education, COED Oro Branch (WICE) 2021 - Date)
- Editorial Board Member, Ilorin Journal of Marketing, Ilorin Journal of Management Sciences, Advances in Management Journal, Entrepreneurial Journal of Management Sciences.

## **My Community Contributions**

Mr. Vice-Chancellor, at the community service level, I served as:

- Procurement Chairman, Ilala Community Project Management Committee under Kwara State Community and Social Development Agency (2012 - Date)
- Treasurer, Business Cooperative, Unilorin Branch (2015 - 2018)
- Zone A Coordinator, Tanke Ori-Oke Residents/Landlords Association, Ilorin (2016 - Date)
- Tanke Ori-Oke Community Adviser on infrastructure (2024 - Date)
- National General Secretary, Igbomina/Ekiti Muslim Forum (2014 - 2017)
- Member, Strategic and Special Purpose Committee and member of Welfare Committee for Igbomina/Ekiti Muslim Forum (2011)
- Assistant General Secretary, Nasrul-Lahi-Fatih Society of Nigeria, Ogidi/Oloje Branch (2006 - 2010)
- Treasurer, Ilala Progressive Union, Ilorin Branch (2007 - 2013)
- Assistant Secretary, Ilala Progressive Union, Ilorin Branch (2013 - 2019)
- the Vice-Chairman, Ilala Community Development Association, Ilorin Branch (2019 - Date)
- Chairman, Oyelagbawo Junior Secondary School Ilala, School Board Management Committee (2021 - Date)
- National Treasurer, Oyelagbawo Grammar School Ilala Old Students' Association and Chapter Chairman of the Association, Ilorin Branch.
- Member, Ibile Igbomina 2026-2030 Transformation Agenda Implementation Coordinating Committee (Jan. 2026 - Date)
- Chairman, Omo Ibile Igbomina Education Improvement Sub-Committee on (Jan. 2026 - Date).

As part of my community service, I have been supporting my secondary school. Recently, on the 7<sup>th</sup> October, 2025 to mark the 2025 Teachers' Day Celebration, I supported

my Secondary School by donating a collection of textbooks to the school library. These books include a mix of writing and academic materials highly relevant to the school curriculum. Over 11 titles reading materials along with 1,000 copies of Oyelagbawo Grammar School (OGS) Ilala customised 60 leaves exercise books to support the Senior and Junior Secondary School students. In addition, I also institutionalised awards for the Best Graduating students in Mathematics and English at SSS 3 class and Best Student in Business Studies at JSS 3 Class. Furthermore, I supported the school debating competitions and have been sponsoring the Radio School Debate for the OGS Ilala at Idofian FM.

Arising from my modest contributions to my community, neighbourhoods and support for humanity, I was appointed on 3<sup>rd</sup> July, 2017 as Borokini Adinni of Ilala Kingdom, Irepodun Local Government, Kwara State. I was also conferred with the title of Otunba Bobasega of Oro Kingdom, Irepodun Local Government, Kwara State on 14<sup>th</sup> January, 2023 by Oro Traditional Council led by Late Oba Abdurafiu Olaniyi Ajiboye. Recently, I was conferred with Fiwajoye of Ijan-Otun Community in Irepodun Local Government of Kwara State by His Royal Highness Oba Aaron Omoniyi Aransiola (Aragbabalo II), Onijan of Ijan-Otun Land on 30<sup>th</sup> December, 2025.

## **Conclusion**

The Vice-Chancellor Sir, the evidence presented in my research demonstrates that *marketing is a small word*, but a system devoid of marketing is doomed for *big consequences*. When an organisation or a system fails to communicate its value, it cannot attract the customers and users or investors needed for growth; thus, leading to dwindling support and eventual collapse. Marketing is not a peripheral activity, but a fundamental driver of sustainability. By embedding marketing from the outset, an institution/system can transform latent potential into lasting impact. Lack of market awareness leads to its poor adoption and big consequences. Organisations must embed marketing in their operations from the very beginning to avoid negative consequences. Marketing is, therefore, *a small word*, but not an optional add-on, rather, a core pillar that will prevent *big consequences* from any sustainable system.

## **Recommendations**

Mr. Vice-Chancellor Sir, distinguished invited guests, ladies and gentlemen, today's customers are changing. They are becoming more demanding, more informed, and more skeptical. They want to be treated as individuals, not just as numbers. In view of this, organisations must consider marketing as a small word and medium for handling the changing needs of customers in order to prevent negative and big consequences. I hereby propose the following recommendations in the face of challenges facing organisations:

1. *Increased advertising/promotional budget:* Marketing should not be seen as a small word to be neglected. Therefore, organisations should increase their advertising/promotional budget and step up their advertising activities by expanding their frontier. It is only when organisations are visible, reach target audiences effectively and communicate value through promotional activities that will enable them to drive revenue in order to prevent negative consequences or going into extinction. Hence, advertising and promotional activities of an organisation must be adequately funded.
2. *Establishment of a functional marketing unit:* Managers should establish marketing unit/department in their organisations to be manned by professional marketing executives. Engagement of personnel in to the marketing unit/department should strictly base on qualify professional marketer so that it will be a round peg in a round hole. This will result to positive consequences in the organisations.
3. *High quality and product diversifications:* Service providers should ensure high quality, provide variety of products / services, conducive atmosphere, and moderately low price for the various classes of services being provided. This is because, these are the most important factors in selecting products and services by customers to prevent negative consequences.
4. *Integrating strategic marketing planning into business operations:* Sustainable growth of organisations depends on

strategic marketing planning and implementation. Organisations should therefore have good understanding of strategic marketing planning and implement it to achieve positive and big consequences. By integrating strategic marketing planning skills and applying these consistently would enhance positive consequences.

5. *Implementing market segmentation as alternative marketing strategy:* Managers that want to succeed and prevent negative consequences should implement market segmentation as alternative strategy in order to maintain the largest market share in their industry. Market segmentation will assist in concentrating marketing energy and strategy on subdividing to gain a competitive advantage within the segment in the industry. Failure to implement market segmentation could lead to negative consequences in the organisation.
6. *Introducing social media marketing:* An organisation that wants to survive in the competitive environment of business and avoid negative and big consequences should inculcate social media marketing. This is because social media marketing provides a more effective platform for promoting products through the social network sites. The managers should use the power of social media marketing to increase the sales in order to have positive and big consequence in the business given the fact that cost of promoting goods per customer is very low.
7. *Introducing pricing strategy:* Organisations should be conscious of pricing strategy that they intend to implement. They must review all other factors affecting the choice of pricing strategies to build an efficient pricing plan that would prevent negative consequences in the organisations. Organisations that want to succeed and avoid negative/big consequences in this digital period must factor in price, cost and income level of consumers, since consumers have access to numerous products.
8. *Ensuring environmental scanning:* Organisations should scan the environment before designing their products and

services to prevent negative consequences. Survival of organisation in this competitive environment requires scanning the organisational environment and analysing its internal situation. These inward and outward views are the backbone of marketing planning that would guarantee favourable and big consequences.

9. *Improving quality services delivery:* Management of any organisation should improve quality services delivery so as to satisfy customer/client's needs and to be more responsive. They need to look at service rendered from the viewpoint of the customer rather than the organisation's perspective to prevent negative consequences. A good system needs to pay much attention to the customer complaints and improve the service delivery. Delivering quality service to the customers will bring high level of reliability and sustainability that would prevent negative consequences.
10. *Rebranding of products and services:* Management should rebrand its decline products and services to prevent them going into extinction and reduce its negative consequences. This can be carried out by updating the brand visual identity such as features, colour, etc. and align them with the target market. This will result to positive and big consequences.

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