PEPPERDINE
GRAZIADIO
BUSINESS SCHOOL

Doctoral Consortium Submission

Democratizing Business Intelligence: Using Generative AI to Leverage Academic Research for Business Practice

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1. Literature Review and Theoretical Foundation

Generative AI (GenAI) is transforming business intelligence, yet a significant challenge remains: making academic research practical for businesses. The gap between academic research and business practice has been extensively documented, with scholars highlighting the persistent challenges of making theoretical insights actionable for practitioners (Eckhardt & Wetherbe, 2016; Lawler III & Benson, 2022). The complexity of academic language exacerbates this disconnect, the context-specific nature of research findings, and the lack of mechanisms to facilitate knowledge transfer. (Bansal et al., 2012; Bartunek & Rynes, 2014). This study aims to enhance the understanding of GenAI's potential to translate academic insights into practical business applications.

For this purpose, this study leverages GenAI to translate academic insights into practical business insights. The theoretical foundation to develop translation rules is the Absorptive Capacity (ACAP) framework, introduced by Cohen and Levinthal (1990). ACAP refers to an organization's ability to identify, assimilate, and exploit external knowledge to foster innovation and maintain competitive advantage. It comprises four dimensions of knowledge transfer: acquisition, assimilation, transformation, and exploitation. These dimensions highlight different phases of knowledge management within a firm and emphasize the dynamic capabilities needed for sustained competitive advantage and continuous growth (Zahra & George, 2002). In this study, I will apply the ACAP framework to develop GenAI-assisted translation rules that bridge the gap between academic research and business application.

2. Research Question and Objectives

Research Question
How can Generative AI be utilized to enhance the accessibility and practical application of academic research for business practitioners?

Objectives:

- To identify key principles that govern the effective conversion of academic research into actionable business insights.
- To develop and refine a set of translation rules that enable GenAI to convert complex academic content into actionable business insights systematically.
- To validate these translation protocols through a rigorous iterative testing, feedback, and refinement process.

3. Proposed Methodology

I will adopt Design Science Research (DSR) methodology to develop and evaluate the GenAI-assisted translation protocols. DSR's iterative approach is ideal to address the complex problem of translating academic research into practical business insights.(Hevner et al., 2004; Peffers et al., 2007). In this study, the artifact to be developed and evaluated is a set of GenAI-assisted translation protocols to convert academic research into actionable business insights.

I will use design science methods to identify key principles to translate academic research into business insights, develop initial translation rules, and refine them through iterative testing and feedback. This process involves analyzing a diverse sample of academic articles and their corresponding practitioner versions from reputable journals such as *Harvard Business Review*

and *MIT Sloan Management Review*. The primary selection criterion is a clear link between the academic article and its practical application, as evidenced by citations in the practitioner pieces.

A rigorous comparative analysis will be conducted on pairs of academic and practitioner articles with the assistance of a Generative Pre-trained Transformer (GPT) AI model. By examining these pairs, I will derive preliminary translation rules that govern the successful adaptation of academic content for practical use.

Initial translation rules will be extrapolated from the comparative analysis and general guidelines provided for authors on practitioner journal websites. These rules will be formulated based on observed patterns and commonalities in successful translations. The preliminary rules will be grounded in empirical evidence to ensure their practical applicability.

The initial set of translation rules will be subject to iterative testing and refinement. This phase involves applying the rules to a broader dataset of academic-practitioner pairs and gathering feedback from business practitioners and academic experts. The feedback will be used to refine the rules, enhancing their accuracy and relevance. Iterative testing cycles and feedback will ensure that the rules are continuously improved.

This proposed methodology provides a comprehensive and structured approach to develop and refine GenAI-assisted translation protocols. By focusing on the iterative development and empirical validation of these protocols, the study aims to bridge the gap between academic research and business practice, enhancing the accessibility and applicability of scholarly insights for the business community.

4. Philosophical Perspective

This research is grounded in a pragmatic philosophical perspective, which prioritizes practical outcomes and the resolution of real-world problems. Pragmatism is particularly well-suited to this study, as it aligns with the DSR's goals, which focus on the iterative development and empirical validation of solutions. The pragmatic approach informs every aspect of this research, from the identification of the research problem to the development and refinement of GenAI-assisted translation protocols. In the context of this research, pragmatism guides the methodological approach and the development of translation protocols. The primary goal is to create practical, empirically tested rules that can effectively convert academic research into actionable business insights. This focus on practical application ensures that the research outcomes are directly relevant and beneficial to business practitioners.

5. Justification of Research Design

The research design is grounded in DSR, particularly suited to developing and evaluating innovative artifacts such as GenAI-assisted translation protocols. Unlike other methodologies, such as traditional case studies or experimental research, DSR allows for the iterative development of solutions in real-world settings, ensuring that the outcomes are theoretically sound and practically relevant. DSR is particularly suited to creating and evaluating GenAI-assisted translation protocols for academic research. DSR focuses on solving real-world problems by designing, and evaluating innovative artifacts. This methodology supports the study's objectives: identifying translation principles, developing rules, and validating these protocols through iterative and empirical processes.

The structured stages of DSR—problem identification, design and development, demonstration, evaluation, and communication—provide a comprehensive framework for

addressing the complex challenge of translating academic research into actionable business insights. This approach also aligns with the study's pragmatic philosophical perspective, emphasizing practical solutions and continuous improvement.This research design is highly relevant for practical applications, addressing the critical need for businesses to leverage academic research effectively. The research promises direct practical implications by focusing on developing translation protocols that convert academic insights into actionable business strategies. Involving business practitioners in feedback and validation ensures the protocols meet real-world business needs.

6. Intended Contribution to Theory and Practice

Contribution to Theory

This research contributes to the ongoing discourse on knowledge transfer by providing a novel application of the ACAP framework in the context of GenAI. The development of GenAI-assisted translation protocols extends the ACAP framework by operationalizing its dimensions to facilitate the practical application of academic research. This study also offers new insights into the role of AI in bridging the gap between academic theory and business practice, contributing to the broader field of knowledge management and innovation.

Contribution to Practice

The practical contributions of this research are significant, offering a set of GenAI-assisted translation protocols that make academic research more accessible and actionable for business practitioners. Businesses can directly implement these protocols to improve their decision-making processes, enhance innovation, and maintain competitiveness in a rapidly evolving, data-driven economy. Moreover, the study provides a framework that academics can use to develop practitioner-friendly versions of their research, thereby increasing the real-world impact of scholarly work.

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