



anzmac  
AUSTRALIAN & NEW ZEALAND MARKETING ACADEMY

**Future Directions: The Nature and Role of ANZMAC**

**White Paper (draft 1)**

**Report of the ANZMAC Executive Strategic Review Working Party**

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## Executive Summary

In December 2015 the ANZMAC Executive Committee established a working party to conduct a strategic review of the role and value of ANZMAC to members and other stakeholders and to make recommendations. The central questions to be addressed are: How can ANZMAC best co-create and deliver value with and for its members and other stakeholders; What kinds of services and activities should it consider in addition to those currently offered? Are there any existing activities and structures that should be changed?

There was a call for submissions and group discussions were held with academics at a number of universities in Australia and New Zealand. Personal interviews were also held with academics from ANZ and abroad as well as representatives of external stakeholders such as the Australian Marketing Institute and the Australian Market Research Organisation. **A special session was held at the ANZMAC Conference in December 2016 to discuss the Green. It was also discussed at the Fellows meeting and Institutional Members meeting. On the basis of this process this White Paper has been developed for approval by the Executive of ANZMAC.**

A variety of issues arose including those related to the conference, early career researchers. The roles of ANZMAC generally, Institutional Members and Fellows; the Australasian Marketing Journal, funding issues and external relations. Seven overlapping priorities for the near term emerged.

1. Adding value to its offering for previous neglected groups, including Early Career Researchers and more education focused academics
2. Revising the structure of the conference to better meet the needs of different groups
3. Addressing the quality issues raised in the report
4. Increase and stabilise the revenue base of ANZMAC;
5. Engage with industry and other professional groups;
6. Enhance the value and status of the Australasian Marketing Journal;
7. Communicate more effectively and widely the activities of ANZMAC and about developments in the academic community;
8. Make greater use of the Fellows in meeting all the above priorities;
9. Organize and facilitate methodological workshops.

To meet these priorities the following recommendations are made:

*Recommendation 1: Establish Special Interest Research and Education Focused Groups (SIGs), like those that exist in AMA and EMAC.*

*Recommendation 2: We recommend that ANZMAC Executive form a subcommittee to identify potential SIGs and recruit "SIG champions" to create and drive them. One or more Fellows should be co-opted onto the sub-committee. A Fellow(s) will be associated with each SIG and assist the SIG Champion to start up and run it initially.*

*Recommendation 3: We recommend as part of the investment budget of ANZMAC that funds be set aside to support the SIGs in the near term.*

*Recommendation 4: Establish a SIG for education focused academics along the same lines as the research focused SIGs.*

*Recommendation 5: Establish an ANZMAC Visiting Professor programme jointly supported by ANZMAC, Institutional Members and Fellows.*

*Recommendation 6: We recommend that ANZMAC allocate an investment fund budget for the future of \$50,000 dollars out of accumulated funds to invest in money earning events such as fee paying specialist workshops and mini conferences run in the name of ANZMAC. These can be organised in conjunction with the SIGs.*

*Recommendation 7: We recommend the ANZMAC Executive establish a sub-committee to investigate the potential links with professional organisations. A Fellow(s) should be co-opted onto this sub-committee. It should also explore potential links with other academic organisations such as ANZIBA*

*and ANZAM, such as joint secretariats, use of same conference organiser, joint conferences, skills workshops and tracks, SIGs focused on cross disciplinary research and teaching topics.*

*Recommendation 8: We recommend that a subcommittee of the Fellows be established to work with the editor in improving submissions and citations to the AMJ. This includes asking Fellows to contribute at least one paper to each issue. This does not have to be a full paper but an invited commentary stimulating debate. Other suggestions are listed above.*

*Recommendation 9: We recommend ANZMAC Executive establish a sub-committee to identify ways to enhance the value of the website and to establish links to source and communication relevant news along the lines suggested. One or more Fellows should be co-opted onto the committee.*

*Recommendation 10: We recommend that the ANZMAC Executive and Fellows form a joint working party to develop methods by which Fellows can contribute more to ANZMAC along the lines suggested in other recommendations. They should consider removing the title of Fellow for those that are unwilling to contribute.*

## **1 Introduction**

In December 2015 the ANZMAC Executive Committee established a working party to conduct a strategic review of the role and value of ANZMAC to members and other stakeholders and to make recommendations.

A Preliminary Report was presented to the ANZMAC Executive at its September 2016 meeting. This Green Paper was discussed at a special session of the ANZMAC Conference in December 2016, as well as at a Fellows Committee meeting and an Institutional Members meeting at the conference. Based on feedback and discussion this final White Paper report and recommendations is submitted for approval to the ANZMAC Executive.

### **1.1 Background**

ANZMAC is now nearly 20 years old and a lot has been achieved, including: writing a constitution and establishing an organization structure; creating a website and logo; developing a successful international annual conference; developing a system of awards including Fellows; establishing the Australasian Marketing Journal; establishing a website; developing links with other academies such as EMAC and the Korean Marketing Academy; being a voice in lobbying on behalf of marketing discipline e.g. for journal ranks; and much more.

The conditions under which ANZMAC was established have changed. We now live in an era in which the nature, role and university context of a marketing academic in our region is different. Researchers are increasingly being measured and evaluated in terms of their publications, research grants and citation metrics; there is increasing focus on top journal publications; government research funding to universities has been reduced and is in part based on an assessment of a Disciplines research performance (ERA, PBRF). Research is being evaluated more in terms of industry and societal impact. In addition, teaching evaluations are used more widely, new technologies are challenging the way we educate our students and the classroom is increasingly culturally diverse, posing issues for educators. Furthermore, emerging research challenges and opportunities are cross disciplinary and international in character, which are not addressed by traditional management technology focused approaches to marketing. A systems focused approach to understanding markets and marketing is gaining greater attention, especially in relation to transdisciplinary global challenges such as poverty, climate change etc. Lastly, the marketing discipline is increasingly facing challenges to its traditional domains by disciplines such as management, strategy, behavioural economics and international business.

In this global world, scholars can choose between a large number of academies they want to become members of. Due to the number of choices and limited funding available to individuals and institutions, ANZMAC is facing various challenges in terms of its positioning and value proposition.

Thus it is time to reflect back on what ANZMAC has achieved and to consider its future; to re-examine its role and purpose and to set down directions for the next decade or so. Who are we and what should we do?

## 1.2 Terms of Reference

The central questions to be addressed are:

1. How can ANZMAC best co-create and deliver value with and for its members and other stakeholders
2. What kinds of services and activities should it consider in addition to those currently offered?
3. Are there any existing activities and structures that should be changed?

A more detailed terms of reference was developed to provide additional guidance. This is included as Appendix 1.

## 1.3 Research Methodology

Members of the working party called for submissions through an ANZMAC announcement. It also held group discussion sessions with academics at a number of universities in Australia and New Zealand. In addition, personal interviews were conducted with individual academics from ANZ and elsewhere as well as representatives of external stakeholders such as the Australian Marketing Institute and the Australian Market Research Organisation. Details are given in an appendix.

On the basis of the feedback received a Green Paper was prepared for discussion at a special session of the ANZMAC Conference in December 2016, as well as at a Fellows Committee meeting and an Institutional Members meeting at the conference.

This final White Paper has been prepared based on feedback from the conference discussions.

## 2 Results: Emerging Issues

### 2.1 ANZMAC Conference.

ANZMAC is mostly associated with its conference and to a lesser extent with the Australasian Marketing Journal. The nature, role, value and purpose of ANZMAC as an organisation is unclear to many. A number of issues emerged regarding the Conference, which can be grouped into positive and negative aspects.

#### Positive Issues and comments

- a) Established and International. The conference is now quite large (300+) and well established. It attracts researchers from around the world, especially Europe, and this adds value to the conference.
- b) To some it remains a publication outlet, to others a potential reward or treat for academics based on other performance criteria.
- c) Atmosphere. The social events included in the program are enjoyable and worthwhile, even though they add to the cost. They provide opportunities to get to know other academics better, including those from your own university, to catch up with other researchers, establish research networks and work on research projects.
- d) Networking. The conference is a valuable place to meet academics from other universities in the region and to learn about conditions and standards.
- e) Standardised offering. There are conference manuals available, from previous conference hosts. These are available and could be used to encourage more NZ Universities to offer future hosting opportunities. The question was raised: How can the risk born by the host University be mitigated?

#### Negative comments:

- a) Cost. The conference is expensive compared to others such as international conferences and offers lesser value. Suggestions for reducing the costs include: making the final dinner, reception and other dinner add-ons and not part of the conference fee, use a cash bar rather than all drinks being included (some people do not drink alcohol), make people responsible for their own lunches, offering day rates. But it should be noted that if the costs of the dinners and reception were add-ons many academics would not get funded for them and hence would not attend. This could damage the social dynamics and attractiveness of the conference.
- b) Competition. From international and specialised conferences such as AMA, ACR, tourism conferences and EMAC are seen as more prestigious. They provide more opportunities to hear and meet top marketing academics and to develop valuable international research networks.
- c) General vs Specialist Conferences. There is increasing competition from specialist conferences and workshops where academics with similar research interests can meet, present their research and get valuable feedback, and establish research links and networks. Invited international speakers who are senior academics in the area also seen to provide great value and they are attracted to such conferences. There is a sense that the conference is trying to be 'all things to all people'. The conference is too big and too general. 200 delegates maximum would be a more appropriate size
- d) Funding. Many universities offer limited funding for conference attendance and given the choice many academic will use their funds for international conferences.
- e) Quality. A number of comments were made about the perceived quality of a number of the papers presented as well as the quality of the reviews and feedback at the conference. Why not move to open reviewing so that reviewers are known? One example of the problem of quality was a delegation of high level marketing academics who attended a recent ANZMAC conference and funded attendance of other researchers from China. They were not impressed by the quality and organisation and may not be interested in repeating the exercise. In the past inviting international visitors has been successful, so is this a one-off?
- f) Cliquey. The conference was unwelcoming to early career researchers (ECR). There is more discussion of issues related to ECR later. They find it hard to meet and talk to senior academics in their research area, to find other academics with similar research interest and to get useful feedback and advice. One comment was that it is seen as a "junket for professors". Senior professors are rarely seen delivering papers in a session and there are no real opportunities to interact and learn from them. People described how at other conferences there were more events where academics

- could identify and meet more easily others working in their area and to interact with senior academics. These included workshop sessions and track related social events (e.g. SIGs at AMA).
- g) Conference papers. Universities and academics are now being increasingly evaluated in terms of publications and metrics, such as the Excellence of Research Achievement in Australia, the Performance Base Funding system in New Zealand and the Research Assessment Exercise in the UK. As a result many universities do not value conference papers and do not encourage their academics to publish them. They only value and reward journal articles or books. This applies not only to ANZMAC but to other conferences. They prefer that academics publish only abstracts or participate in special sessions and panels. They still value conference attendance in other ways, such as networking and feedback.
- h) Teaching related elements. The conference is focused almost entirely on research. There is little opportunity to present and discuss teaching related issues and also issues related to administration. Academics with education-focused role, in particular, feel excluded from the conference. However, new modes of teaching and its quality is a growing issue and challenge that attracts wide attention and interest.

Some of the suggestions made to improve the conference. They revolve around targeting specific groups, teaching and administration focused initiatives, value of conference papers, structure of the conference, offering additional types of conferences and workshops, industry links and teaching focused initiatives:

#### *Targeting specific groups*

- Create special interest groups (SIGs) and associated events;
- Create methodological workshops to help researchers learn more about techniques and develop their research skills;
- Enable mixing and networking, especially among junior (ECR) and junior-senior interactions e.g. “Mystery lunch” to encourage networking. Seeding tables with senior academics, mixing up seating arrangements at lunches, end of day meetup sessions with drinks; “speed dating” with professors;
- Offering specialised conferences and workshops for ECR and others.

#### *Teaching and administration focused initiatives*

- There is concern about lack of support and recognition of the teaching as well as research needs of academics. Some academics feel excluded from ANZMAC and the conference because they hold education focused roles. They would like a forum for them to learn about the latest methods, to share experiences and approaches and to present papers about their methods and results. Papers on education are included in the conference but these are lost in the overall structure and no special sessions and workshops are organised around teaching related topics;
- Another area that is neglected is support with regard to administration. Heads of Departments face particular problems. What about sessions on the role of Head of Department and how this might feature in an academic career?

#### *Conference Programme and Structure*

- Evaluate and accept a paper for presentation based only on an abstract (e.g. Marketing Science). Allow only a short abstract to be published;
- How to get people to talk about current research targeted at high quality journals. Use invited talks, use Fellows more to recommend and facilitate paper presentations and panels
- Have more panel discussion sessions around key issues during the conference.
- Potential value of ANZ based academics as keynotes, such as Fellows. Cultural cringe? This would also reduce conference costs;
- Location of the Conference. Should be held outside ANZ? Could it be held in Hong Kong or Singapore instead of always NZ or Australia?
- More panel discussion session and Q&A sessions rather than 15min presentations and little time for feedback and discussion;
- Role of posters enhance, such as associating them with social events, the way EMAC does it.
- Establish a job market at the conference;

- Outsource conference organisers and host. Will this reduce costs and/or have side benefits? Possible cooperation with other Academies (e.g. ANZAM, ANZIBA) in use of professional organisers;
- More conceptual papers. Is this a reviewing process issue?
- Transparency as to how papers get awarded best papers. Include quality of presentation as well as the review.
- Quality issues with reviews;
- Why are conferences only held at Universities? Universities now charge and Hotels will offer venues in return for increased hotel guests, offer reduced hotel rates for rooms and food. Professional organisations may have stronger links with hotel chains due to other business;
- Pop-up sessions, where people propose a session on a noticeboard to focus on a topic area, so that likeminded researchers can find each other and begin to interact and cooperate;
- Vox-box sessions (novelty and innovation);
- The ACR conference is/was rated by ABDC. Could/should the ANZMAC conference?
- More paper awards at the conference, such as most creative paper and presentations, best theory papers
- Presentations at conference by award winners, such as researcher and educators awards
- Award winners as potential keynote speakers
- Special predetermined sessions on a certain topic, with invited speakers (similar to EMAC). Don't rely only on special session submission. Use of Special Interest Groups (SIGs)
- Showcase of "the best of the best" – session with the 'winners' of research tracks;
- "Meet a guru" session (the best people in the field);
- Expansion to Asia – enhance collaboration with the researchers in the Asia-Pacific region;
- Formally invite foreign Universities from Asia.

#### *Offering other Conferences and Workshops.*

- Organise satellite mini conferences, seminars and research workshops around the conference and at other central locations during the year. In other countries, such as in the Nordic countries, retreats are held, 2-3 days, with small numbers of scholars (10-20) interested in a specific research issue/topic. They meet to share their research, present papers and get quality feedback, work on projects and publications and identify research projects and opportunities, collaborate on research and get to know each other. Similar events could be held at universities in central cities or at other retreats. One similar event was organised at Heron Island for a week at the research station. This was not expensive because it is self-catering, simple rooms, cheap rates for researchers and combined fun and work in a stimulating way. International scholars were attracted to such events. These initiatives could be a role for Fellows, working with junior academics? Examples include Frontiers in Services Conference (Roland Rust 2006), Consumer Culture Theory Conference, Nordic research retreats.
- As an example: A Cruise conference. The issue of the perception of the Universities being overly extravagant would make these options difficult to justify. We are public servants and should be careful of how we are perceived. It should be a vehicle for knowledge gathering not 'luxury travel'. More show-case presentation sessions by leading scholars e.g. Fellows and international visitors;
- Joint meetings with other similar research organisations such as EMAC. Mention was made of the BIGMAC special sessions at past conferences.

#### *Engage more with industry,*

- Industry speakers, case studies, panel discussion sessions and research opportunities. For example the session at UNSW 2015 with the Australian Marketing Institute on "marketing in the boardroom", which is a central interest to the AMI;
- Industry and/or journal sponsored events.

## **2.2 Doctoral Colloquium:**

The Doctoral Colloquium was generally positively regarded, generally well run and valuable. Some suggestions for improvement include:

- 5 minute thesis presentation/competition, maybe also at the main conference;
- Establish clear requirements/criteria for PhD thesis award;
- Making it possible for doctoral students to stay on for the main conference by providing student rates and reducing costs by excluding events such as lunches, dinners and reception;
- A similar type of symposium for ECR;
- Hold an annual Ph.D. symposium for top doctoral students, as well workshops for them. This would be a motivator and build cooperation between students;
- Providing training for doctoral students, examples of good practice
  - CQRM-provide subsidized training for research students in qual methods, also have a repository of knowledge
  - CCT provides "cannon classics" workshops (SDU Odense, fee 150Euro or 350Euro plus accommodation), critical theory (Ankara Uni), qual methods.
  - Could these be things that could be folded into higher institutional member fees?
  - Webinars for HDR students with overseas providers.
  - Speakers from DC could be videotaped and upload on the website;

### **2.3 Early Career Researchers**

A repeated theme in many of the discussions was the neglect of early career researchers and their needs. Doctoral students have the Doctoral Consortia but there is little help and recognition of the situation confronting ECR. They need help with such things as skilling up, publishing strategies, teaching development, career planning, networking and getting quality feedback on their research.

Some of the recommendations elsewhere in this report address some of these issues. Specialist workshops and short courses built around the conference and/or at other times is one useful potential contribution. Enabling ECR to build networks, mix more and get to know senior academics as well as other ECR working in their area. The conference can be a lonely experience for an ECR, who see it as something designed for the needs and interests of more senior researchers. They end up only mixing with people from the own university and find it hard to identify and get together with others who are interested in their research area based only on the usual presentation sessions. They would like to have more opportunity to learn from senior academics. Fellows can play a useful role here. Some suggestions are made about enabling networking at the conference through pop-up sessions, seeding tables etc. are listed in the section on the conference.

New Hires new to ANZ. Related to the situation of ECR are new hires coming from overseas who do not fully understand the local scene and other academics. Similar kinds of problems exist for them in breaking into local research networks and getting to know people working in their area and who they might work with.

### **2.4 Institutional Members**

The value of ANZMAC to Institutional Members (IM) is weak and unclear. The potential value in lobbying efforts to government such as ERA, ACR, ABDC etc. is appreciated. There are no separate IM one day meetings as happened before in which representatives of government and other organisations contributed. These were particularly active regarding the establishment of ERA in Australia. The fee for membership is trivial for many universities and its only value is reduced conference attendance costs, which more than cover the fee for many. If membership fees are to be raised significantly more value needs to be offered and demonstrated.

### **2.5 Role of ANZMAC as a Peak Academic Institution**

ANZMAC is the peak body of marketing academics in our region, similar to the role played by EMAC. Many academics, especially junior ones were unclear as to what ANZMAC actually does and what its role is. There

is a perception of a lack of transparency of processes, such as election and functioning. The poor attendance at the discussion groups at some universities was testimony to this. This was explained by those who did attend as a) these people did not see ANZMAC as relevant to them and their career; b) they were jaded academics who were more teaching oriented. There is thus a need to identify, demonstrate and communicate the role and value of ANZMAC. Some of the suggestions made in other parts of this report are initiatives and activities ANZMAC could pursue to this end.

Some specific suggestions with regard to the role of ANZMAC, some of which are already being undertaken but perhaps not well known. They revolved around issues related to external links and outreach

- ANZMAC needs to reflect on how it manages the relationship between differing Australian and NZ priorities. For example, NZ has a less directed research environment and more emphasis on narrative justifications for research outputs in its PBRF audit than the more ABDC focussed Australian equivalent.
- Foster stronger linkages with the industry;
  - E.g. McKinsey Prize at EMAC, dissertation award – practical relevance.
- ANZMAC to improve communication with members by regularly circulating reports. This will signal to members what ANZMAC is doing and show the value in their membership. It could also build PR Value in the positioning of marketing as an economic influence. These communications could be used by Deans of Business Schools when meeting with political leaders.
- Benchmarking exercises, such as surveys of workloads, publications, citations, international comparisons.
- ANZMAC should be far more active in the way that it frames the discipline politically in Government both in New Zealand and Australia. Steven Joyce has made noise in recent times about the diminished roles he sees in Business Schools. The value of Business Education, in general, is not being appreciated. ANZMAC should develop a strategy on how we get on the side both with Government and ministers around this.
- Representing the discipline to the Government e.g. ARC, ERA, MBIE, Marsden, HRC. ANZMAC has a role to establish some consensus in what advice we should be given / giving to our colleagues. We should frame the narrative based on Impact. Currently, only Geoff Soutar is doing this. But he is retiring, so how to maintain and build on his efforts?
- Develop a regional voice. We don't have a strategic voice. If we did, it may well make it easier for us to align ourselves with lobbying, contributing to the debate. If we could say that voice is comprised of these types of concentrations, we could approach AMA or EMAC and corporates who may be more aligned with our purpose. Should ANZMAC be purely regionally focused? What relations should and can it develop with other academic bodies both locally and internationally.
- Create a Central Register to communicate via emails between colleagues.
- Version of "Bricks", Who is coming, Staff openings, New Appointments, Weekly Seminars, International visitors to departments.
- Facilitate community engagement (particularly for ECR);
- Offer mentoring opportunities;
- Many previous members feel 'discarded' once their initial attendance at the conference is over. Is there a way to maintain the community of past and present members?
- ANZMAC -University Linkages – we need to highlight success stories. When there is something significant that can be reported about research that has been conducted by a member that has been reported in the media it should be mentioned in the ANZMAC website – then there will be a better awareness that what is happening in marketing is impacting industry.
- Create a more active, valuable and interactive website, including share teaching initiatives and courses, discussion forums.
- Develop relations with other similar organisations in our region e.g. Korean Marketing Association, Chinese Marketing Academy. Could we include members from outside of ANZMAC, geographically, For example Finland, S Korea, or Russia? The issues are similar but the relationships may be different. Where does the country see its alignment with the markets of play? How do we raise the profiles and disciplines of the business schools, to align with the political agenda? This may be the major shift that we recommend; that we can create some alignments with the macro picture.
- Links with ANZAM/ANZIBA, such as joint conferences, secretariat, conference organisers.

- Role in ABDC journal rankings - who should be involved in this process?
- Facilitate student exchange program;

### *ANZMAC Visiting Professor Program*

To assist in the provision of research workshops and seminars and other of relevance to marketing academics is a proposal for an ANZMAC Visiting Professor Program. This type of proposal came up for discussion at more than one meeting. Visiting scholars come to various universities each year and offer seminars and workshops to their host university and cooperate in research projects. Sometimes they will visit other universities. These visits are an important means by which the academic community maintains and develops valuable international research links. Not all universities can afford such visitors or attract them. Universities may also not be willing to share the services of key international visitors.

Hence the proposal to establish some kind of ANZMAC Visiting Scholar that would be of more general value and enable cost sharing. The visitor would still (usually) be hosted by one university but workshops, seminars and other visits can be offered and available all ANZMAC member institutions. A similar type of program was established by ANZMAC some years ago but has become inactive, partly due to limited funds available to ANZMAC to support it. A more detailed proposal was submitted by Frank Alpert and is shown in Appendix 2.

Other issues raised included:

- The importance of a more multidisciplinary approach to Marketing and Tourism both nationally and internationally to encourage opportunities to collaborate and publish.
- It will require one person / nominated roles to champion this to ensure it works. The example given was: Roger Marshall championed South Korea. This is something that should be developed as part of the strategic plan. Scholarships funding PhDs by EMAC, AMA, EMAC, Korean Society. Why have they chosen certain countries that they have targeted for relationships? Could this information help inform us?
- International students issue at universities. University of Otago aligns with Asia but most of their current Ph.D.'s are from the Gulf, mainly Iran. Should we be considering a strategy to develop relationships with that area? It was agreed that other Universities also focus on the Asia market.
- ANZMAC engagement: members are those that attend the previous year's conference. However, not everyone attends conferences annually and this dilutes the continuity. What is required is that people know what is happening in ANZMAC before they attend a conference. This will enable people to engage in debates and discussions planned for the conference.

## **2.6 ANZMAC Awards**

The criteria for the awards were not clear to a number of people even though they are on the website! Generally there was support for the awards. Some questioned whether the awards should be limited to ANZMAC members. Some additional awards were suggested.

- Best Ph.D. Paper award
- Outside Conference awards, including
  - Industry Person who has made a contribution to Marketing (Engagement with Academia);
  - Alumni awards (Potential to sponsor);
  - Biggest impact on Industry by an Academic research project. This could be a business leader that is the public face of Marketing to promote our discipline to government and funding opportunities. Talking about the importance of professionalising marketing as a Practice and that the best way to achieve this is to study Marketing at a university.

## **2.7 Fellows**

The Fellows were mainly responsible for the establishment and development of ANZMAC as a professional academic institution. Before that there had sporadic attempts to have some kind of conference and organisation. New Zealand was more successful in that regard. The Fellows are senior academics who are for the most part committed to support ANZMAC. Although some views were expressed that Fellows reflect

some of the self-serving nature of ANZMAC. There were also calls for more transparency about why people are made Fellows.

In the discussions the potential value and role of Fellows frequently emerged. They should take a more active and prominent role in driving ANZMAC's reputation and promoting it internationally. There is an opportunity to assist the future development of ANZMAC in various ways. These are discussed in other sections in relation to specific opportunities. In the main ANZMAC can and should draw on their expertise and research standing and reputation in various ways. These include:

- being more available at conferences to meet and assist especially ECR;
- help to establish special sessions, panel discussions on specific issues;
- help organise and participate in specialist conferences and workshops;
- present keynote talks on areas of expertise;
- contributing to doctoral consortiums;
- organising doctoral training courses;
- provide guidance and opinions as to developments and opportunities in their areas of expertise through talks at conferences and submissions to AMJ;
- contribute papers to AMJ on a regular basis that provoke discussion and debate and invite international researchers to contribute;
- support the ANZMAC Visiting Professor Program.

The Fellows have produced their own policy paper regarding proposed changes to the ANZMAC Constitution. This raises additional issues related to the role of Fellows and more generally. Rather than integrating this into the main part of the report we have included it in full as an appendix.

On behalf of the Fellows Professor Mark Uncles presented some comments and suggestions based on the Fellows discussion of the Green Paper. The main issues raised were:

- need a vision for next 10-20 years
- how can marketing work constructively with other disciplines
- the need to be more media and digital savvy e.g. more podcasts, recording of sessions and posting on website.
- Education: The original focus of ANZMAC was on research rather than education. But things have changed and more emphasis on education is needed, including innovations in education (in particular digital education). Education is itself an important research area.
- Fellows have a role to play that needs to be in conjunction with the wider community.

## 2.8 The Australasian Marketing Journal

The discussion in university meetings included a focus on the AMJ, its quality and ranking and the role it can and should play.

Because of its ranking as a B journal in the ABDC list many universities discourage researchers from publishing in them. This is not always the case and some see particular roles and values of AMJ. Some universities and academics recognise the value of having a regional international journal and regard it as part of their responsibility to support and encourage it, with the aim to increase its standing. The EMAC journal IJRM was not highly regarded and struggled for quality.

Several strategies were suggested for increasing the impact, citations and rating of AMJ. One important suggestion is that as their obligation to being a Fellow there is a section in each AMJ with a publication from at least one of the Fellows. These could be invited brief discussions of emerging areas, key issues and research opportunities, reviews of their area of research, offering provocative commentaries on controversial issues in order to promote discussion in the journal from other Fellows and more generally. A side benefit of the later type of papers is the citations they attract. This type of strategy has been adopted by other journals such as JCP and Marketing Letters.

A second ANZMAC Journal. In line with comments about the neglect of teaching focused topics and research in conferences and the AMJ, Frank Alpert has proposed the launch of second journal focused on teaching and learning. The detailed proposal is shown in Appendix 3.

Other comments and suggestions include:

- Discussion forums on papers;
- Changing metrics e.g. downloads, reads;
- Open Access Journals increasing;
- Special issue on education theory
- More attention to off the wall creative ideas – ANZMAC prize at conference;
- Attract other conferences here e.g. MSI. Attraction of ANZ as conference destination. Possible links to ANZMAC conference and build networks.

## 2.9 External Relations

A need to engage more with industry and other organisations was highlighted by many. These include cooperation related to the conference, teaching and research. One interesting suggestion was the establishment of “Think-Tanks” with industry focused on key issues.

Talks were held with various organisations and below is a summary of these.

### a) Australian Marketing Institute.

Talks took place with the Lee Tonitto CEO, Australian Marketing Institute in Sydney as well as by Frank Alpert with the Queensland Chapter. AMI are keen to establish stronger links with ANZMAC. During our discussion three main types of opportunities for collaboration were identified. Broadly, the AMI sees its role as providing a conduit between marketing academia and industry to help provide job ready graduates. The specific opportunities are.

#### *Cooperation between AMI and ANZMAC Executive Committees.*

There is an opportunity to develop closer cooperation between AMI and ANZMAC by having a representative on each other’s executive committee. This could be of value in many ways, including: enable the sharing of information and expertise; enhance communication between academia and industry; the initiation of and participation in mutually valuable events, such as summits focused on topics of mutual interest and involvement each other’s meetings and conferences; identifying people to be part of judging panels for relevant marketing awards offered by AMI and ANZMAC.

#### *Advancing marketing education in universities.*

There are opportunities for ANZMAC and AMI to work together in the area of marketing education in universities. In the last few years AMI has revamped and extended its accreditation process. 35 Universities are institutional members of AMI and AMI accredits undergraduate and masters’ courses in marketing in Australian Universities. So far, 22 courses from 10 Universities have been accredited. AMI also plays a role in facilitating the development of work integrated learning as part of marketing courses in order to produce job ready graduates to meet the growing demand for skilled marketers. Marketing academics are required to serve on accreditation committees and ANZMAC could play a role here.

#### *Marketing in the Boardroom.*

A challenge for marketers is to get more representation on Boards of Directors, including large and small forms and start-ups, which are presently dominated by lawyers, finance and accountants. ANZMAC and AMI can work together to deal with this challenge. At the ANZMAC Annual Conference in 2015 held at UNSW a special session was devoted to the topic, including talks by AMI and industry representatives and a panel discussion involving academics and practitioners. This was the initiative of the Department of Marketing at UNSW, the hosts of the conference. The session reaffirmed the importance of this challenge and the recognition that ANZMAC involves a pool of relevant marketing experts that could become members of boards, including small and larger firms. It also identified some of the ways in which marketing academics and the AMI could work together to address this challenge, including: updating and extending the AMI booklet “Marketing’s Role in the Boardroom”; the development by AMI of a package of material, contacts,

courses and expertise to assist academics interested in becoming directors, including liaising with the Australian Institute of Company Directors; and further meetings involving industry and marketing academics. The initiative is being led by Professor John Roberts *FANZMAC* of UNSW and includes cooperation with Professor Paddy Barwise of the London Business School, who will be visiting Australia in November 2016.

**Next Steps.** Some initiatives are already underway, such as accreditation and marketing in the boardroom. The results of this discussion will be included as part of the report being prepared for the ANZMAC executive later this year. The report will provide the basis for discussion by the Executive, Fellows of ANZMAC and at a special session at the ANZMAC Annual Conference in December 2016. This will lead to a final report that will define priorities to guide the development of ANZMAC in the next decade.

## **b) Market Research Societies**

Some academics already have strong relations with the MRS, both in Australia and NZ. An example is the Market Research Day and that student's benefit from employment options. The Market Research Society doesn't offer courses and is not in competition and they have a direct relationship back to end users /organisation.

In Australia the Australian Market Research Society plays a similar role and does, or did, accredit courses to get a diploma from the AMRS. There has been no meetings between members of the WP and these organisations at the time of writing.

## **c) Association of Market and Social Research Organisations (AMSRO) (Australia)**

Talks were held with Sarah Campbell, Executive Director AMSRO and Terry Beed, University of Sydney, who has been closely associated with the industry over some time.

AMSRO is the peak organisation of Australian Market and Social Research Organisations. It acts as a type of trade association for research focused firms not consulting firms or firms with substantial market research departments. The industry is changing presenting new types of challenges and opportunities. Market research organisations and consulting firms are merging e.g. Sweeney and Ernst and Young, the WPP worldwide group now has 81 companies in Australia, ANU acquired the Social Research centre. There is a Global Business Research Network – links to industry worldwide.

Key issue facing these firms are attracting talented employees, training, and increasing their public and professional profile.

- There is a shortage of talent coming into the industry, not just technical market research skills but increasing need for marketing specialists who can interpret and use the results
- There is a lack of high quality training in Australia. Firms use UK based professional organisations for this.
- AMSRO aims to increase the profile of market researchers, such as with government procurement

Trust Mark 2014 – ISO accreditation

- Certification done by professional organisations, e.g. BSI, Business Professional, SCI Global etc.
- Regular audits
- International Standards – academics involved
- Quality Consultant independent trains auditors

Possible Opportunities for Industry Engagement:

- Industry issue focused events
- ANZMAC and industry and Government – to help raise profile and build links??
- ANZMAC conference sessions – need to identify relevant topics from industry perspective. Access to talent
- Examples: Terry Beed Privacy Forum, held at the University of Sydney and included industry speakers, academics and a panel discussion.
- Annual Leaders Forum
- Speakers shared, AMSRO help with training? Access to talent
- Cooperative dialogue

- ANZMAC playing an intermediary role between these various professional organisations and universities
  - Organising Summits, one day events focused on key issues
  - Special Industry focused sessions at ANZMAC Conference
- Problems in the industry that could be addressed at ANZMAC conference and workshops e.g. Survey Monkey, its easy access but problem of standards of practice and reporting of results

#### **d) Relations and Engagement with other bodies offering courses in Marketing**

Related to the issue of teaching is the rise of other institutions teaching marketing. Universities like to see that have the exclusive rights to teach marketing. We need to work out relationships with other types of tertiary organisations teaching business and marketing.

Is the MA cannibalizing us? Their reputation has been somewhat compromised, financially they are not successful and they have not been coherent in how they structure their programme. The quality is not very good. Should we be associated with it? Similar issues arise in Australia with private colleges offering qualifications, even degrees in marketing related areas. The British Association with researchers is far more supportive. The MA is more in competition with us. What is the quality threshold that we should consider? CIM is taught through MA, so could this be used as a quality measure?

Comparisons can be made with the situation in other disciplines. In Accounting the risk is higher as the designation is vital to practicing accounting. With marketing, there is not a high demand to get what MA offers, but in time, and due to being revenue driven, marketing could be taught outside of a University. MA also offer short-term study options compared with Universities offering 3-year degrees, which may appeal to many students. We don't have a collective understanding as to how our departments are choosing to engage with MA – we need a common idea so that we don't lose control to them. MA has approached Massey staff to hold accreditation with CIM to become Fellows and to encourage students and staff to become members. Of benefit from the MA has been the Case Competitions. However, we could host a similar event annually

The key issue is what should be the relation of ANZMAC with them. Some suggestions:

- Committees with our people on board (Service);
- Non for profit committee;
- Technology committee, etc.;
- We can implement strategy and better understand their goals.

## **3 Recommendations**

### **3.1 Priorities**

There are seven overlapping priorities for the near term.

1. Adding value to its offerings to previous neglected groups, including early career researchers and more education focused academics
2. Revising the structure of the conference to better meet the needs of different groups
3. Addressing quality issues raised in the report
4. Increase and stabilise the revenue base of ANZMAC;
5. Engage more strategically with industry, government and other professional groups;
6. Enhance the value, status and quality of the Australasian Marketing Journal;
7. Communicate more effectively and widely the activities of ANZMAC and about developments in the academic community;
8. Make greater use of the Fellows in meeting all the above priorities;
9. Organize and facilitate methodological workshops.

### **3.2 Adding Value to previous neglected groups**

It is clear from our consultations/discussions that several groups do not feel included and their needs and concerns are not recognised or addressed. These include early career researchers and education focused

academics. A recurring theme in many university discussions was the lack of attention to ECR. There is the doctoral consortium for doctoral students but nothing for them. They seek support in developing their skills through further training, establishing research networks and career planning and publication strategies.

To better meet their requirements we recommend the following:

*Recommendation 1: Establish Special Interest Research and Education focused Groups (SIGs), similar to those that exist in AMA and EMAC.*

The aim is to provide a forum for researchers to meet others with similar research interests and to cooperate and promote the development of research in the area. This can be done in various ways, including the development of specialist workshops and other types of meetings, organisation of conference tracks and events, inviting and involving leading academics, attracting visiting professors; special tracks at the conference and associated social events; SIG dedicated website pages.

*Recommendation 2: We recommend that ANZMAC Executive for a subcommittee to identify potential SIGs and recruit "SIG champions" to create and drive them. One or more Fellows should be co-opted onto the sub-committee. A Fellow(s) will be associated with each SIG and assist the SIG Champion to start up and run it initially.*

*Recommendations 3: We recommend as part of the investment budget of ANZMAC (see below) that funds be set aside to support the SIGs in the near term.*

*Recommendation 4: Establish a SIG for education focused academics along the same lines as the research focused SIGs.*

Another neglected group are institutional members (IM). While they are generally supportive of ANZMAC they see little value apart some coordinated lobbying efforts and a reduced fee for conference attendance. The level of institutional membership fees is also trivial to many. But to increase it substantially requires that ANZMAC take initiatives to demonstrate its value. Many of the recommendations detail these. A further recommendation that can underpin many of these initiatives and add value for IM.

*Recommendation 5: Establish an ANZMAC Visiting Professor programme jointly supported by ANZMAC, Institutional Members and Fellows.*

### **3.2 Increase and Stabilise the Revenue Base of ANZMAC**

The budget situation for the last three years is given in Table 1. ANZMAC relies on membership fees and a share of the conference revenue to support its activities. Its costs leaves it limited discretionary funds to support other activities. However, it does have accumulated funds.

**Table 1 ANZMAC Summary Financials 2012-2015**

	2012	2013	2014	2015
<b>Income</b>				
Subscriptions (when received)	\$ 4,995.00	\$ 62,095.00	\$ 41,726.00	\$ 45,525.00
Conference+	\$ 13,312.00	\$ 26,221.00	\$ 18,500.00	\$ 16,703.00
Awards Sponsorship			\$ 3,000.00	\$ 16,000.00
Journal Income			\$ 22,565.00	\$ 17,614.00
Other			\$ -	\$ 4,132.00
Interest	\$ 14,939.00	\$ 12,723.00	\$ 6,178.00	\$ 9,003.00
<b>Total</b>	<b>\$ 33,246.00</b>	<b>\$ 101,039.00</b>	<b>\$ 91,969.00</b>	<b>\$ 108,977.00</b>
<b>Expenses</b>				
Secretariat	\$ -	\$ -	\$ 30,122.00	\$ 24,619.00
AMJ	\$ 44,287.00	\$ 31,584.00	\$ 30,533.00	\$ 34,720.00
Sponsorship and Scholarships	\$ 11,000.00	\$ 17,777.00	\$ 19,316.00	\$ 15,855.00
Conference and Meeting costs	\$ 17,585.00	\$ 1,982.00	\$ 3,336.00	\$ 867.00
other*	\$ 24,511.00	\$ 13,628.00	\$ 17,874.00	\$ 18,251.00
<b>total</b>	<b>\$ 97,383.00</b>	<b>\$ 64,971.00</b>	<b>\$ 101,181.00</b>	<b>\$ 94,312.00</b>
<b>Balance</b>	<b>-\$ 64,137.00</b>	<b>\$ 36,068.00</b>	<b>-\$ 9,212.00</b>	<b>-\$ 14,665.00</b>
tax / return	-\$ 4,436.00	\$ 3,772.00	-\$ 1,754.00	-\$ 1,754.00
<b>Retained Earnings</b>	<b>\$273,041</b>	<b>\$ 305,337.00</b>	<b>\$ 297,879.00</b>	<b>\$ 281,460.00</b>

\* includes accounting fees, insurance, travel, audit, consultants

*Recommendation 6: We recommend that ANZMAC allocate an investment fund budget for the future of \$50,000 dollars out of accumulated funds to invest in money earning events such as fee paying specialist workshops and mini conferences run in the name of ANZMAC. These can be organised in conjunction with the SIGs.*

Other sources of potential income are: increased Institutional Member fees, which must be matched by demonstrated value creating initiatives; gaining a greater share of conference revenue through the appointment of a professional conference organiser who will run the annual conference on behalf of ANZMAC; charging for inserts in ANZMAC newsletters. Regarding the latter, ANZMAC was recently approached by a body wanting to promote the use of their case studies through our newsletter but ANZMAC does not have a policy about this. This would relieve the burden and risks of universities hosting the conference and allow city based conferences, which may not be linked to a specific university.

### 3.3 Strengthen engagement with industry and professional organisations

The Australian Marketing Institute and other professional organisations have expressed an interest in cooperating with ANZMAC. This can take many forms including joint workshops and mini-conferences, conference tracks, awards, research collaboration with SIGs, membership of each other's executive.

*Recommendation 7: We recommend the ANZMAC Executive establish a sub-committee to investigate the potential links with professional organisations. A Fellow(s) should be co-opted onto this sub-committee. It should also explore potential links with other academic organisations such as ANZIBA and ANZAM, such as joint secretariats, use of same conference organiser, joint conferences, skills workshops and tracks, SIGs focused on cross disciplinary research and teaching topics.*

### 3.4 Enhance the value and status of the Australasian Marketing Journal

There is concern about the status and value of the AMJ and whether this can be improved. The Editor is working to get AMJ listed on the Thompson Journal Rankings. There is a long term aim to move the AMJ to an A on the ACBD journal rankings.

*Recommendation 8: We recommend that a subcommittee of the Fellows be established to work with the editor in improving submissions and citations to the AMJ. This includes asking Fellows to contribute at least one paper to each issue. This does not have to be a full paper but an invited commentary stimulating debate. Other suggestions are listed above.*

### **3.5 Communicate more effectively and widely the activities of ANZMAC and about developments in the academic community**

Many academics are unaware of what ANZMAC does and a lack of transparency in some awards. The website contains many useful and essential elements but it has few visits. Several suggestions were made about how the role and value of the website and other forms of communication can be enhanced. These include dedicated SIG pages, pages and newsletters celebrating success such as in research grants and publications, announcements about upcoming seminars and events, jobs, regular monthly newsletters.

*Recommendation 9: We recommend ANZMAC Executive establish a sub-committee to identify ways to enhance the value of the website and to establish links to source and communication relevant news along the lines suggested. One or more Fellows should be co-opted onto the committee.*

### **3.6 Make greater use of the Fellows in meeting all the above priorities**

The Fellows are an important resource of ANZMAC but they are underutilised and their potential value is not appreciated. As a result, Fellows are seen as self-serving and non-transparent appointments. Many of the recommendations include a role for Fellows. More generally

*Recommendation 10: We recommend that the ANZMAC Executive and Fellows form a joint working party to develop methods by which Fellows can contribute more to ANZMAC along the lines suggested in other recommendations. They should consider removing the title of Fellow for those that are unwilling to contribute.*

## **4 Final Remarks**

It has been an interesting and rewarding exercise to carry out the tasks of the Working Party. The very fact of visiting many universities and discussing issues has had its own value and demonstrated that ANZMAC is concerned and committed to its members.

Many initiatives have been proposed that are potentially valuable and have strong support. We sure others will see opportunities for others and we hope that discussion of this Green paper at the Annual Conference will help improve and gain support for these initiative.

To make these changes will need commitment, actions and resources. The current vehicles for action are the ANZMAC Executive, Institutional Members and the Annual Conference Organisers. We have recommended some changes in the organisation. In particular, the SIGS to be established can play an important role in the future.

ANZMAC has limited funds to support the initiatives recommended. Is it not time to investment in the future? As one senior academic summed it up "Do something!"

## **Appendix 1**

### **Detailed Terms of Reference**

**The Central Questions to be addressed are:**

How can ANZMAC best co-create and deliver value with and for its members and others? What kinds of services and activities should it consider in addition to those currently offered? Are then any existing activities and structures that should be changed?

These overarching questions lead to a number of more specific questions:

#### **ANZMAC External Relations**

- What are the key external bodies ANZMAC should consider in developing its strategic plan?
- What kinds of relations should ANZMAC seek, if any, with local academic bodies such as ARC, ABDC, ANZAM, ANZIBA? What form would these take and how might they be achieved? For example, could they become institutional members?
- Should ANZMAC merge with ANZAM and/or ANZIBA and if so in what way? What are the pros and cons?
- What kinds of relations should ANZMAC seek to have, if any, with local industry organisations such as the Australian Institute of Marketing, Australian Institute of Exports, Market Research Societies of Australia and NZ equivalents?
- What kinds of relations should ANZMAC seek to have with international academic organisations such as EMAC, AMA, Academy of Marketing Science, British Marketing Academy and other national and regional marketing academies? Should we seek to hold joint sessions, cooperate on regional conferences, seminars and symposia or something else?

### **ANZMAC's Role in Relation to Institutional members**

- How can ANZMAC be of value to institutional members? How can it best develop and maintain these relations?
- What are the key problems and issues here?
- Are the fees for institutional membership appropriate? How should they be changed in relation to new initiatives and value propositions? What about multiyear fee schedules?
- How can and should ANZMAC go about increasing the number of Institutional members both locally and internationally? Does it want institutional members outside our region?

### **ANZMAC's Role in Relation to Research in Marketing**

- How best can ANZMAC contribute to the advancement of academic and other forms of marketing research in our region?
- What is ANZMAC's role in helping set the agenda for marketing research in our regions? How might it do this?
- How can ANZMAC help bridge relations between marketing and other disciplines?
- Should ANZMAC take positions on key research issues, such as marketing's role in addressing the UN's Global Challenges, such as poverty and climate change. How could it do this?
- Should it help bring leading researchers to our region and facilitate visits to various universities and if so how?
- What role can the Annual Conference play in this?
- What other types of research forums should ANZMAC help develop in our region?
- What kinds of research awards and scholarships should it offer? Should it keep offering the ones it now does or change them? Should we seek more sponsorship for the awards? More naming rights?
- How can ANZMAC help communicate the results of marketing research to industry, government and the community?

### **ANZMAC's Role in Relation to Marketing Education**

- What role should ANZMAC play in fostering marketing education in our region?
- Should it run specialist seminars, satellite conferences attached to main conference, forums on best practice and master classes?
- Should it help bring leading educators and education researchers to our region and if so how?
- Should it become some kind of local accrediting body?
- What is the role of the Doctoral Consortium? How many should there be and how should they be organized? Is the current structure appropriate or can it be improved.
- What awards for education should be offered? Are the current ones enough? Should we seek more sponsorship for the awards? More naming rights?

### **ANZMAC's Role in Relation to Government and Lobbying**

- How best to influence marketing journal rankings to ABDC?
- How should ANZMAC promote marketing research to government research funding organisations such as ARC and NZ equivalent, as well as other government bodies?

### **ANZMAC's Role in Relation to AMJ**

- What should be the long term objectives of AMJ and how should we go about achieving them- including ranking, citations, submissions, quality etc.?

### **ANZMAC Conference**

- What is the role of the conference? Who are the targeted participants?
- Does it meet the needs of local and international academics, institutional members, non-members, research students?
- What should the level of costs be? How can we make it more affordable for research students and institutions? Is the inclusion of food and alcohol mandatory? What would be the effect of decoupling the final dinner from the fee? Could awards be announced at the AGM, final lunch etc. Could food costs be reduced to minimal and provide local options to buy food or BYO.
- What is the appropriate size of the conference? Is bigger better?
- Should a professional conference organizer be appointed for a limited term?
- Should the conference be held at hotels or on campus?
- How can and should small universities host the conference?
- Can the submission and evaluation procedures be improved?
- What is the role for special sessions? Should ANZMAC take the lead in targeted special sessions?

### **Organisation**

- Is ANZMAC about the right size? Should ANZMAC seek to grow and if so in what ways, such as in terms of local, international and institutional membership, financial resources, Fellows etc.
- What should be the relation between the Fellows and the Executive Committee? Is it working most effectively now or can it be improved?
- What is the most effective role for the Fellows? Do we have too many or too few Fellows. Should there be grades of Fellow like the Royal Society of NSW (RSNSW), which has a number of Fellows who are distinguished researchers as well as Distinguished Fellows for outstanding people who have contributed to the Society and/or to Science. When Fellows retire do they stop being a Fellow if they do not pay their fees? Should Fellows be charged a higher fee compared to ordinary members – as is the case in the RSNSW.
- Are the awards judged appropriately and are the criteria appropriate? Is the current organization and operating structure appropriate for the next decade?
- Should any changes be made to the Constitution that are appropriate for the coming decade?
- Should ANZMAC be purely regionally focused? What relations should and can it develop with other academic bodies both locally and internationally

## Appendix 2

### Proposal for a Visiting Professor Programme submitted to ANZMAC

Why not adopt the proven successful formula of the Visiting Professor Program of the Advertising Educational Foundation of the USA? [http://www.aef.com/on\\_campus/professor/vpp/1601](http://www.aef.com/on_campus/professor/vpp/1601)

Below is the description of the Visiting Professor Program, 2016 participating professors and companies, and feedback from the professors and companies. Note that the feedback from the companies *demonstrate the benefits to the companies*.

My only suggestion for a possible beneficial change would be, that as we are just getting started with this, instead of a two week program it could be a one week program, at least initially. I suppose the most bare bones start, with minimal commitment required, would be a one day academic internship, with academic presentation and the academic following someone around and participating in meetings. Even a one day academic internship could have a big effect on an academic who hasn't worked in the private sector for some years.

(Pardon my forwardness, but if you should be looking for a test case to get this going quickly, I could do it. I would be available November, December, or January. I can come to Sydney or Melbourne for a week or two, so location is not an issue. For more info on me, see <https://www.business.uq.edu.au/staff/frank-alpert>)

#### ADVERTISING EDUCATIONAL FOUNDATION, VISITING PROFESSOR PROGRAM

The VPP is a two-week fellowship for professors of advertising, marketing, communications and the liberal arts that exposes professors to the day-to-day operations of an advertising agency, a marketing or media company. Professors return to the classroom and teach their subject with more authority.

Components of the program are an orientation followed by an eight-day internship. During the internship, professors are asked to give a Lunchtime Talk on his/her area of expertise and how it relates to advertising.

Thanks to the generosity of the companies listed below, 10 professors were hosted by ad agencies, a media company and a marketing company in Chicago and New York City during June 2016.

#### 2016 Program Participants

Professor	School	Department	Host
<i>Chicago</i>			
Kent Grayson	Northwestern Univ.	Marketing	Leo Burnett
<i>New York City</i>			
Rajesh Bhargave	Univ. of Texas, San Antonio	Marketing	Ogilvy & Mather
Sabrina Habib	Winthrop University	Mass Comm.	Young & Rubicam
Jooyoung Kim	Univ. of Georgia	Advertising	Saatchi & Saatchi

Kacy Kim	Elon Univ.	Marketing	McCann
Gauri Kulkarni	Towson Univ.	Marketing	Chobani
Lynne Pepall	Tufts Univ.	Economics	J. Walter Thompson
Morgan Poor	Univ. of San Diego	Marketing	DDB
Edward Timke	Univ. of Calif., Berkeley	Media Studies	R/GA
Lu Zheng	Univ. of Florida	Advertising	ZenithOptimedia

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## 2016 VPP Feedback, Participating Professors, Host Companies

### Leo Burnett

**Professor Kent Grayson, Northwestern University:** “I enjoyed getting overviews of Burnett and Ogilvy – it was very valuable. At Burnett, I spent my time in the social media department. However, I also met with people in a wide range of the departments, including shopper marketer, digital strategy, innovation and account management.

“Before, the program, I had only a general understanding of how agencies run social media for their clients. After the VPP, I now have a much more detailed and nuanced understanding. In the classroom, I will be able to talk with much more confidence and authority about the fastest-growing aspects of marketing management today. It is hard to image how the VPP could be more beneficial. My experience was a really a dream come true.”

**Joanna Hussey, Account Supervisor:** “Kent was an excellent fit! Everyone who met Kent had a wonderful experience with him.” He met with several departments and shadowed them for days throughout his two weeks- account management, participation strategy, community management, production, social strategy. Employees appreciated his questions and thoughtfulness and overall desire to learn.”

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### J. Walter Thompson

**Professor Lynne Pepall, Tufts University:** “I hope to make use of the services of the AEF in my teaching. From the VPP I gained valuable experience in seeing how an ad campaign is conceptualized, in getting insight into the challenges in agency-client relationships and of the challenges of digital technology. These will be reflected in my teaching. I hope to pursue some research ideas on the organizational structure of the advertising industry.”

**Hannah Benabdallah, Public Relations Coordinator:** “She was great – intellectually curious, eager to learn, fun to be around and offered interesting insight from a very different perspective. She covered all departments – creative, production, account management, planning, HR, analytics as well as our specialized data and research teams. Everybody enjoyed her. She got to learn the overall process of getting work made from department to department.”

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### DDB

**Professor Morgan Poor, University of San Diego:** “I took so many notes!! An entire booklet worth, which I plan to incorporate into my class. So many of the gaps in my knowledge were filled, so I am excited to be able to talk more confidently about the entire process, as well as specifics. I also have some cool new examples and case studies to share. In terms of research too, I got great feedback from my Talk and some ideas for new projects.

“I would definitely say there were ties developed. I’ve already connected with everyone on LinkedIn and Debbie knows that I’ll be sending my best and brightest intern candidates her way. I also offered to do any consulting on food clients for them.”

**Deborah Broda, Account Director:** “Morgan’s fit was excellent. Her Lunchtime Talk was well attended and many followed up with her to exchange emails to keep in touch or to obtain research from her Talk. Professors can provide interesting information at their Lunchtime Talks and funnel excellent students/future candidates to our talent area for consideration.”

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#### **McCann**

**Professor Kacy Kim, Elon University:** “It was a great opportunity to have an integrated view for the whole advertising world. My learning and education (basically from textbooks) were more about pieces of advertising, but the AEF program helps me to get all pieces as one. Auditing the social media branding workshop in McCann was really helpful for my teaching.”

**Keisha Kellman, HR Operations Manager:** “Kacy was able to add value to our 2016 Summer Internship Program as well as the Social team in an observatory basis. She advised the summer interns on their group project and provided ad hoc mentorship to them on an individual basis. We are working with Kacy to develop future intern talent from Elon University.”

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#### **Ogilvy & Mather**

**Professor Rajesh Bhargave, University of Texas, San Antonio:** “I met with planning groups at early, middle and late stages of their projects. I saw some of the creative work. The main part where I got to contribute was in a brainstorming session for a new potential client.

“In teaching consumer behavior, I discuss many marketing tools and tactics that are grounded in theory. However, now that I have better perspective on practical limitations of applying these ideas, I will draw these limitations out more in my class discussions. I see immense benefits to my research. I left the VPP with a list of specific research ideas to pursue going forward. More importantly, this highly involving and memorable experience will stay with me over the coming years whenever I evaluate research questions. It’s very important to think about how marketers, including advertising agencies, might apply certain research topics, and this experience will offer a vivid representation of that advocate in my mind.”

“Finally, visiting professors can act as a bridge between how advertising/marketing is taught and how it applied. In this sense we are ideal discussants and leaders for some college internships activities. Agencies may put us to work by having professors lead the interns on some task of interest to the agency.”

**Ogilvy & Mather:** Eval not returned.

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#### **R/GA**

**Professor Ed Timke, University of California, Berkeley:** “I am more aware and cognizant of the circumscribed power that agencies have – they need to make clients happy and try to convince them to do more progressive things, but sometimes clients just don’t want to do that. I think my image of the power dynamics has altered – the scales are certainly tipped more in the hands of clients and agencies do everything in their power to be ethical and more progressive. The picture is not as simple as some naysayers of the industry might say. This experience will feed my teaching.

“I developed a close relationship with Lauren, my daily contact at R/GA. Everyone who was sitting around me in my temporary desk was very welcoming and kind. I would welcome an on-going relationship. In fact, I’m already working with one of R/GA’s marketing science directors on a data-driven research project with one of its data partners.”

**Barry Wacksman/Global Chief Strategy Officer:** “We had a fully planned agenda for Ed’s entire stay at R/GA. He was a good fit. His interests aligned with our work. We connected Ed with the Managing Director of our San Francisco office and they plan to stay in contact. I believe the VPP needs to become more focused and pointed going forward, with an emphasis on creating relationships with professors as a pipeline for career opportunities for students.”

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#### **Saatchi & Saatchi**

**Professor Jooyoung Kim, University of Georgia:** “I attended various meetings of the digital team. Special meetings with digital/social media team and planning team designed for me. Very informative. This experience has confirmed and updated the kind of skills students should prepare for their career.”

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**Wanda Pogue, Chief Strategy Officer:** “He was great!! Eager. Kind. Interested. Spirited. Jooyoung asked provocative questions, which stimulated my team. He attended meetings, presentations, shadowed a few senior leaders to get a feel for the crazy day of the advertising world.”

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#### **Young & Rubicam**

**Professor Sabrina Habib, Winthrop University:** “I really enjoyed being assigned to a single account and having a person to shadow. I hope they consider this approach again in the future. Rachel was very patient and welcoming as I followed her around every day. She included me in everything and was very thorough with explanations.

“While most professors have some practical experience in a given area of the industry, none of us have experience in all areas, but are expected to counsel and prepare students of all interests. Furthermore, since this is a fast-paced and ever-changing industry, this program allows us to understand changes through an immersive experience that we wouldn’t get anywhere else, or any other way!”

**Dot Gianonne, EVP, Account Management:** “Sabrina was absolutely fantastic. She contributed during brainstorming sessions and a seminar. She worked on an account from strategy, creative development to final project. Ties were developed. We are going to work on getting a few Winthrop students into our summer internship program. Sabrina’s Lunchtime Talk topic – looking at creative from another angle was very insightful.”

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#### **ZenithOptimedia**

**Professor Lu Zheng, University of Florida:** “I attended training sessions, meetings with different departments and focus groups. This is a great agency and I believe that a long lasting relationship has been established as a result of the VPP. This experience will help me update my curriculum and I hope more of my students will have internships and land jobs with ZenithOptimedia.”

**Brian Vaught, SVP, Training, CSR & Inclusion:** “Lu was an absolute pleasure to and a welcomed addition to our team during her two week stay with us. We gave Lu a full schedule including meetings with department leads, interns, and our past Media Trainees. We plan to reach out to Lu in January to recruit her students for our January program.”

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#### **Chobani**

**Professor Guari Kulkarni, Towson University:** “I had mini-sessions with each of the departments – creative, product development, insights, shopper marketing, brand communications, corporate communications, nutrition communication, category management, etc. Many people offered to provide information or data that I will be able to use in my classes. I will be able to provide context and real-world examples.”

**Katie Cras, Manager Corporate Communication:** “The professor had a tour of all teams with the marketing department and met with some other departments, such as R & D and Sales, to get a wider view of the lifespan of Chobani’s product from development to marketing, to point-of-sale. The teams the professor met with included one-on-one leadership meetings with team leads and some executives, as well as full team meetings, even engaging in marketing-agency meetings where she was able to view the client-agency relationship.”

### Appendix 3

#### Teaching and Learning 2.0

##### An Academic Journal 2.0 about and for learning

*an idea for a new journal for ANZMAC*

by Frank Alpert

This is a product concept statement for a new journal for ANZMAC. It is submitted to the ANZMAC Executive Committee to see if ANZMAC is interested. This is *not* a final proposal. This is a preliminary description to see if there is interest.

##### *Why a teaching and learning journal?*

Now is a time of *transformation* for higher education. Everyone knows there are new digital technologies (e.g., as exemplified in MOOCs) that will affect the future of higher education. There is the “flipped classroom” movement turning the traditional lecture out of the classroom and onto online. At the University of Queensland our Vice Chancellor has said that our number one priority is to produce “top graduates” and that research is in support of this. The higher education scene is changing, and the pendulum is swinging back to giving increasing importance to teaching and learning at universities.

##### *The competition?*

Three USA marketing academic associations have journals dedicated to teaching and learning. The Marketing Educators' Association publishes the *Journal of Marketing Education*. The Society for Marketing Advances publishes *Marketing Education Review*. The Marketing Management Association publishes the *Journal for the Advancement of Marketing Education*. What can immediately be seen from this list is that marketing academic associations do publish teaching and learning journals. Several marketing academic associations publish only research journals. The American Marketing Association has a number of research journals, the Academy of Marketing in the UK has a research journal and the European Marketing Academy has a research journal. However, none of these associations has both a research journal and a teaching journal. The success of a teaching and learning journal for a leading academic association that also has research journals is evident in the tremendous success of the *Academy of Management Learning & Education* journal. This journal is ranked as ‘A\*’ by the ABDC. If there are already three marketing education journals, what can be new about another marketing education journal? All the existing marketing education journals are traditional journals. There is an opportunity for a new type of journal. The same new digital technologies that will be transforming higher education, can transform the way a journal operates. This transformation is especially well-suited to a teaching and learning journal, as it can improve the teaching and learning achieved by the journal itself, making for a natural fit.

##### **MISSION and VALUES of proposed new journal: open access**

As it says in the proposed journal title that is the title for this document, the journal would be *about* teaching and learning in higher education. What's dramatically different is the journal will introduce to the marketing context the latest thinking and technology about scholarly journals, an *academic journal 2.0*, and use those capabilities to improve knowledge dissemination. The journal would be part of the *open access* movement that addresses the ‘crisis in publishing’ in the traditional journal publication system. It will follow the principles of the “Public Knowledge Project” (pkp.sfu.ca), though not be formally associated with it. As Stanford University states: “The Public Knowledge Project comes to Stanford as a key player in a world-wide open access movement that would make scholarship no longer a matter of privileged access but part of a public right to know. ...reflecting ongoing commitment to new ways of producing and presenting knowledge. Over the last decade the Public Knowledge Project has been increasing the scholarly and public quality of research through the use of new online technologies. It has developed the most widely used open source software for the management and publishing of journals...”

([web.stanford.edu/group/publicknowledge/cgi-bin/pkdrupal/about](http://web.stanford.edu/group/publicknowledge/cgi-bin/pkdrupal/about)). While already a major movement in the fields of science, the open access movement has yet to emerge in academic marketing – we can be the first.

*For users: an engaged knowledge community*

Another goal included in the title is that the journal would be *for learning by users*. That is, no longer would an article be complete when the article/topic is published; in this journal, the topic of the paper continues and users benefit through the opportunity to post and read comments. In this way, an *engaged knowledge community* is created. The journal uses teaching and learning theory to seek to enhance user learning (knowledge transfer) from the journal. Basically, this is done through engagement via interaction. In other words, new technologies for journal delivery allow scope for new thinking about how to deliver benefits from a journal. This is not to replace traditional journal functions, but in addition to traditional journal functions, and, as a scholar of pioneer brand advantage myself, may I suggest that the innovators bringing in these new developments have the potential to obtain the pioneer brand advantages. How could this mission and values be achieved? (See next.)

### Practices of a new open access journal

The journal would be *entirely online*. Many advantages follow from this, and the ‘stigma’ attached to the first online journals of some time ago is decreasing as more and more academic journals take advantage of the benefits of online. (For what it’s worth, I proposed 15 years ago when I was editor of the Australasian Marketing Journal that an online component be considered, but there was at that time concern about a stigma attached to online.) As a matter of interest, and indication of impact, the number of reads, downloads, and comments would be counted and made publicly available (though each of these measures are flawed, the point is to be open with them as reflections of user feedback). These measures are called *alt-metrics*, as alternative metrics to sole reliance on journal rankings. There would be no subscription fee. There would be no publication fee to successful authors. The website and all content would be *free* to all users. This is important to build the user base. (See below section on Costs for how costs of production can be kept low, and even a profit possibly earned.)

There are many other open access journals in academia today, though not yet in marketing. The journal could even consider leapfrogging over other ‘first-generation’ open access journals in several ways. Some of these ideas may be considered unusual because they are different from traditional journal practice, so let’s note what the benefits would be. One new practice would be allowing for *user comments* on articles. This would hopefully generate additional insights and even lively discussion over contested views, plus build user engagement. Another new idea to implement is *open peer review*. For this journal it would be *optionally* publish reviewer comments, with the permission of the reviewer, either *by name or anonymously*. Open review may actually be embraced by (at least some) reviewers, because if you’ve put time into a review, wouldn’t you want more people to read it and wouldn’t you want to receive ‘credit’ for the ideas in the review? For authors, open reviews likely will have the result of mitigating some of the more unpleasant aspects of our profession – the sometimes harshly negative tone of anonymous reviews. It is expected that with open reviews, reviewers would try to include more elaborated reasoning in order to convince to their view the community reading the review. Furthermore, authors can add later thoughts about the topic as a comment on their own article. No reviewer who did not want to publish their review would have to, so there is no pressure. The *Journal of Consumer Research* has taken a step in this direction: “As one of our educational initiatives [JCR] provides Manuscript Review Histories. This includes complete sets of review materials, minus any private comments to the editor.”

What would be the journal’s sections? Academy of Management Learning & Education (the leading journal about business education) has four different content areas: Research & Reviews; Essays, Dialogues & Interviews; Exemplary Contributions; Book & Resource Reviews. Following this practice would be a good start for a new journal. Details of these four content areas are available at [aom.org/Publications/AMLE/AMLEContent-Areas.aspx](http://aom.org/Publications/AMLE/AMLEContent-Areas.aspx). AMLE does have some invited contributions. Invited contributions can also be a good way to help a new journal get started.

### Implementation specifics: the technology to make it happen (at no cost to ANZMAC)

The journal could use the free *Open Journal Systems* software developed by the Public Knowledge Project ([pkp.sfu.ca/ojs/](http://pkp.sfu.ca/ojs/)). The OJS website states: “How many journals use OJS? This is one of the most frequent questions that PKP receives and the quickest answer is — a lot.... [W]e have been able to identify 8,286 journals using OJS for the management and/or publishing of their content for 2014.”

Another advantage is that OJS is compatible with the free Disqus commenting system. The Disqus website (Disqus.com) states 3.5 million websites use this software. Furthermore, OJS can be linked to COUNTER (Counting Online Usage of Networked Electronic Resources) to record usage stats. The UQ Library may be able to assist through the UQ Library Open Journal System initiative of supporting open access journals ([www.library.uq.edu.au/ojs/](http://www.library.uq.edu.au/ojs/)). The UQ Library is exploring how it can assist with open access journals, in order to facilitate knowledge dissemination, and has indicated we could discuss their hosting the journal.

#### *How much would it cost?*

An online journal avoids all the ongoing cash costs associated with printing and mailing a hardcopy journal. The OJS software is free. The journal for its first year would buy either the OJS Professional or OJS Enterprise support package at US\$1500 or US\$2700 ([pkpservices.sfu.ca/content/journal-hosting](http://pkpservices.sfu.ca/content/journal-hosting)). This would assist with start-up installation of the software and ongoing teething issues for the first year, as we learn how to do this.

It is possible that UQ Library would provide some hosting and initial setup assistance.

In terms of generating revenue, the journal could accept sponsorships, donations and possibly advertising (none of which would affect editorial content)—the journal might even become profitable.

In terms of defraying costs to ANZMAC, I would be willing to donate my ANZMAC Distinguished Educator Award money (all as yet unspent) to this journal, and seek funding for, or personally pay from my University account, start-up costs—thus, it would be expected there would be no cash cost to ANZMAC for launching the journal.

The main cost is Editorial team *time* in learning the technical aspects of how to implement the journal, as well as the usual time in reviewing content and promoting the journal. It is expected that the academic Editorial team would be volunteers (who are hopefully product champions for this project). Funding support for the administrative ‘editorial office’ or ‘editorial support’ that would manage the flow of manuscripts and peer reviews, could be sought from UQ Business School.

#### **Market: who would read it?**

The primary market (readers, users) is the *academic community* interested in teaching and learning in higher education in a business context. This is broader than just academics – it includes students (PhD students, postgraduate students, even undergraduate students) and even graduates or members of the public wishing to engage with higher education. This is an important *broadening* of audience. This is what ‘public knowledge’ means.

The journal would service the ANZMAC community interested in teaching and learning issues at a time when there is dramatic change. As the *Australasian Marketing Journal* does not publish education articles, there is no overlap. Initially there will be a special attraction to ‘innovators’ and ‘early adopters’ who wish to experience the latest in journal practices on this topic, and also there will be members of the academic community who wish to support the open access principles the journal stands for. Hopefully the journal would generate a *buzz* by virtue of its innovativeness. ANZMAC is arguably well served by having *both* a traditional, flagship journal in the *Australasian Marketing Journal*, and a radically innovative second journal, that *enhances the ANZMAC brand* by adding words such as ‘innovative’ to the ANZMAC brand.

Furthermore, the goal of the open access movement to make academic-generated knowledge more readily available, is a goal that ANZMAC should support.

One target market issue is whether to limit it to marketing education or to widen it to general education issues that would be applicable to marketing and also higher education in general. My view is why not have the broader ambit, as marketing academics would intuitively understand that an ANZMAC journal will be relevant to marketing education. Something to consider is whether to seek *cooperation* and *partnerships* with other Australian business academic organisations (e.g., ANZAM). The upside of the wider ambit is obviously a *larger* academic community for a *business* education journal. Having partner organisations would give an immediate boost in prominence to the journal. Nevertheless, as the pioneer brand this journal could attract a global marketing education community, even if ANZMAC goes it alone, which is sufficient for a low cost journal. The appeal of 'free and open' is extraordinary in today's world! It could attract a broad community across the globe. Thus, the Editorial Review Board would include global members, as well as ANZMAC members.

The journal could be listed in the DOAJ Directory of Open Access Journals ([doaj.org/](http://doaj.org/)), as an additional step to help users find the journal. The journal could also be registered with Scopus. It would look into the factors salient for obtaining an ISI Listing.

#### Start-up Editor and Editorial Board

Who would be willing to put in the time to be start-up Editor? It would have to be someone passionate about the idea, and with appropriate expertise. It's of course up to ANZMAC to decide, but I would volunteer. If I may be permitted to very briefly put forward my credentials for this, I have received the ANZMAC Distinguished Educator Award, the ANZMAC Distinguished Researcher Award, and have a record as an entrepreneurial 'start-up journal editor' in that role with ANZMAC's Australasian Marketing Journal (from 15 July 1996 to 31 December 2000). When I began with AMJ, it had zero manuscripts in the pipeline. I established the Editorial Advisory Board, and even selected the journal name and colour scheme. I have published in the Journal of Marketing Education and the Marketing Education Review, and have seven scholarship of teaching in marketing publications. I was the first University of Queensland Teaching Fellow from marketing, and as part of my fellowship had a residency at the Teaching and Education Development Institute at UQ.

There may also be specialised Associate Editors, allocated in part to build a *coalition of support*. There would be an Editorial Review Board, again in part considering building a coalition of support, and also ad hoc reviewers. Gaining support from people in terms of their being willing to serve on an Editorial Review Board would be the next step.

#### FAQ

##### *Journal ranking?*

The first comment I typically hear is 'what about journal ranking?' – the issue of who would participate in or submit a manuscript to an unranked new journal. This is *the classic 'chicken and egg' situation that all start up journals face*. Better manuscripts are sent to journals that have published better articles and have a good ranking, but a new journal cannot publish better articles until it has better manuscripts submitted. The way to break through is, as with Australasian Marketing Journal, if there are people who care about the cause and therefore are willing to help the new journal get established. While a new journal does not have a journal ranking initially, an open access online journal can immediately provide those *alt-metrics* (alternative metrics), 'article level metrics', such as downloads, citations, comments, and incorporating/measuring the sharing of articles in social media outlets (as in commonly seen in websites, with Tweet and Facebook share links). These alt-metrics may become more important as the years go by, as indicators of impact. To ensure quality, all manuscripts will be reviewed and a decision made as to accept or reject. Authors can point to the alt-metrics to provide impact statistics on their work.

*Evidence of success of open access journals? Isn't there still a stigma to online and open access journals?*

Those business and marketing academics unfamiliar with open access journals may wonder if open access journals are successful or are also subject to 'stigma'. As one example of the success of open access journals is *Cosmos and History: The Journal of Natural and Social Philosophy*. Its website states:

**"Be Read With Open-Access Journals**

Open-access journals offer free access to articles and broaden the readership of publications beyond the restrictions of traditional commercial publishing... In the last 12 month period *Cosmos and History* has around 28,110,163 'hits' (up from 900,000 the year before), this equates to more than 210,000 'unique visits'. However, what really matters is article downloads; most articles are accessed by users more than once a day and some articles are being downloaded as often as 10 times a day. The 'open' and non-commercial nature of C&H means that articles can be freely accessed by all researchers in a timely and convenient manner whether they are associated with big research institutions or are private scholars. *Cosmos and History* uses the industry recognised COUNTER (Counting Online Usage of Networked Electronic Resources) statistics system." [cosmosandhistory.org/index.php/journal](http://cosmosandhistory.org/index.php/journal)

*What would an open access journal with comments look like?*

What would an open access academic journal 2.0 actually look like? *PLoS: One* is an open access journal with comments. The *five sections for each article* are: *Article, Authors, Metrics, Comments, Related Content*. As a specific example: "The Development of Open Access Journal Publishing from 1993 to 2009". The Metrics section states the article has had 50,816 Total Article Views, 3,621 PDF downloads, and 152 XML downloads. This article has three comments, including post-publication corrections by the authors. The other comments are "Media coverage of this article" posted by *PLoS One* Group and "Springer Growth Rate Estimate for ISI Indexed Journals" posted by Harnad that generated a response by the authors to which Harnad responded and the authors responded again (comments on comments). [journals.plos.org/plosone/article?id=10.1371/journal.pone.0020961](http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0020961)

In sum, new technologies and new developments allow new possibilities for how we disseminate academic research. These new developments are a great fit to a teaching and learning journal, which is needed because of the increasing importance of teaching and learning in an era that may see the transformation of higher education. This proposal has mostly explained the new journal developments around online access journals, as this aspect may be less known, but also important for this new journal would be the opportunity to create a journal that welcomes addressing Australasian marketing and business education issues, using Australasian data that may be valued less at journals based elsewhere.

## Appendix 4

### ANZMAC Fellows Policy: Stage 2 for changes to the ANZMAC Constitution

#### Preamble

In late 2011 there was considerable discussion with the Fellows and the Executive about modifying the Constitution for the appointment of Fellows. A survey of Fellows views was undertaken and the results were discussed amongst the Fellows and the Executive at the 2011 conference in Perth.

A working party was formed in July 2012. It was made up of three members of the ANZMAC executive (Ken Deans -President, Liliana Bove, Roger Marshall) and three Fellows of ANZMAC (Janet Hoek, Mark Uncles, Rod Brodie). The working party was chaired by Rod Brodie. Geoff Kiel who was responsible for drafting the original ANZMC Constitution was consulted and recommended that the constitution should be extended to more fully describe the activities of Fellows and also include the category of Honorary Fellow, which would be linked to a new category of Retired Membership for ANZMAC.

The recommendation for changes in the Constitution with regard to the Selection of Fellows was confirmed at 2012 ANZMAC AGM (see Attachment 1)

This document outlines the draft of a 2<sup>nd</sup> stage of a policy for the Fellows. It is suggested this further detail and the retirement policy also be incorporated in the ANZMAC Constitution after further discussion with the Fellows and Executive.

#### Purpose

The Academy encourages members to aspire to recognition as a Fellow of the Academy. Fellowships are conferred on nominated members who, in the opinion of the Executive Committee and the Fellows, have demonstrated outstanding contributions to the Academy and also demonstrated eminence in the Marketing discipline through leadership in research and education.

#### Structure

The Fellows will have a Convenor. It is the task of the Convenor to oversee the activities of the Fellows and to provide a mechanism for co-ordinating their interaction and activities. The Convenor is elected by the Fellows for a period of 3 years. In principle, the Fellows will hold an annual meeting at the annual ANZMAC conference to determine their activities for the forthcoming year. The Convenor would have ex officio membership of the Executive.

#### Expectations of Fellows

Fellows are expected to be involved in a range of activities, examples being:

- Serving as a “Chambre de Réflexion” for the Academy. This involves:<sup>1</sup>
  - Interfacing with the ANZMAC Executive to offer advice on policy issues to do with the Academy;
  - Serving in an advisory capacity on the various Executive sub-committees (AMJ, Annual Conference, Annual Doctoral Colloquium, Awards/Grants, Communications, International, Marketing Scholarship).
- Organising Special Sessions for the annual conference;
- Participating in the PhD colloquium;
- Promoting the interests of ANZMAC and the marketing discipline in different forums (educational, industry, political);
- Nominating and selecting of new Fellows;
- Organising regional ANZMAC meetings;
- Fostering relationships with EMAC and other international academic organisations;

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<sup>1</sup> One option to consider would be to form a Steering Committee with say 3-4 people from the Executive and 3-4 Fellows to focus on the strategic directions for ANZMAC. EMAC has a Steering Committee that does this made up Vice-Presidents who are usually more senior members of the Academy.

- Offering research-informed expertise to government and policy bodies concerned with marketing issues.

### **Retired Membership**

Following the policy of a number of academic organisations (see Attachment 2 for ANZAM's policy) it is suggested that ANZMAC introduce the category of Retired Membership. This would occur when a member of ANZMAC retires from active employment in the Marketing discipline but would still like to have an association with the Academy. They would no longer be required to maintain paid full membership of the Academy. Fellows who have Retired Membership would no longer be expected to be active and may be elected as an Honorary Fellow by the Fellows

### **Number of Active Fellows**

The number of Fellows is not restricted, but as a guideline it is desirable to keep the number of active Fellows to approximately 5-8% of the membership of the Academy.

### **Attachments to the report:**

#### **1) ANZMAC Selection of Fellows (Changes confirmed at the 2012 AGM)**

Changes to the to the Constitution related to Part 2 Academy Membership, Section 10.3 where there is a change to the title and clauses a. b. and c.

### **Part 2 Academy Membership**

#### **10.3 Fellow of the Academy**

- a. The Academy shall encourage members to aspire to recognition as a Fellow of the Academy.
- b. Fellowships shall be conferred on nominated members who, in the opinion of the Executive Committee and the Fellows, have demonstrated outstanding contributions to the Academy and also demonstrated eminence in the Marketing discipline through leadership in research and education. The candidate will have been an active member of ANZMAC for at least the past five years.
- c. Any member of the Academy may nominate another member to become a Fellow. Nominations will be considered by a selection committee consisting of equal representation from the Executive Committee and the Fellows and chaired by a Fellows nominee. The selection committee will make recommendations through the President of the Academy to the Executive Committee and those recommendations that are approved shall be conferred at an annual general meeting of the Academy.
- d. The conferring of a Fellowship may be denoted by the personal use of the title, Fellow of ANZMAC, or FANZMAC, on business cards or letterheads.
- e. For a Fellowship to be retained the Fellow must be a paid-up member of the Academy.

### **Previous ANZMAC Constitution**

#### **10.3 Distinguished Membership**

- a. The Academy shall encourage members to aspire to recognition as Fellow of the Academy through excellence in Marketing research, scholarship, education and leadership.
- b. Distinguished Membership shall be available to those members who, in the opinion of the Executive Committee, have demonstrated an advanced standing in any or all of the avenues of marketing research, scholarship, education and leadership.
- c. A Distinguished Membership nomination may be made by any member of the Academy and upon the recommendation of the Executive Committee, Distinguished Membership, with the title of Fellow, shall be conferred at an annual general meeting of the Academy.
- d. The conferring of Distinguished Membership may be denoted by the personal use of the abbreviated title, Fellow ANZMAC or FANZMAC on business card or letterhead.

- e. Membership shall be retained by payment of the annual subscription and shall be deemed to have lapsed if the subscription is not paid by 31 March of the calendar year to which it relates (or any extension of time granted in writing).

**Attachment 2: ANZAM Retired Membership Policy**

Retired Membership is now available on the following conditions:

1. Retired membership shall be available to academic teachers and researchers who have ceased fulltime or part-time employment.
2. Retired staff who undertake sessional or short-term contract teaching will be eligible for Retired membership.
3. Retired Members who return to fulltime or part-time teaching will revert to Professional membership.
4. Retired Members shall have the same rights and privileges as Professional Members.
5. Retired membership fees shall be set at the same level as Associate membership.

**A Schedule of ANZAM Membership Fees – 2012**

	Australian Member (GST included)		Overseas Member (GST exempt)	
	Full Year	Join On/After 1 June*	Full Year	Join On/After 1 June*
<b>Associate Member</b>	\$92.40	\$46.20	\$84.00	\$42.00
<b>Professional Member</b>	\$184.80	\$92.40	\$168.00	\$84.00
<b>Retired</b>	\$92.40	\$46.20	\$84.00	\$42.00
<b>Fellow</b>	\$277.20	\$138.60	\$252.00	\$126.00
<b>Institutional Member</b>	\$907.50	\$453.75	\$550.00	\$275.00

*\* Pro-rata rates only applicable to those who join ANZAM for the first time on or after 1 June in an ANZAM membership year (1 December-30 November)*

## Appendix 5

### List of Contributors and submissions

#### Individuals

Frank Alpert, University of Queensland  
Terry Beed, University of Sydney  
Sarah Campbell, Executive Officer Australian Market and Social Research Organisations  
Per Freytag, University of Southern Denmark  
Michael Kleinaltenkamp, Freier University of Berlin  
Peter Sinclair, Australian Marketing Institute  
Chris Styles, Dean UNSW  
Lee Tonitto, CEO, Australian Marketing Institute  
Catherine Welch, University of Sydney and ANZIBA

#### University Discussion Groups

a. Australia

ANU  
Deakin University  
Griffith University  
Macquarie University  
Monash University  
University of Queensland  
UNSW  
University of Sydney  
RMIT

b. New Zealand

University of Canterbury  
Massey University  
University of Otago  
University of Auckland  
Victoria University of Wellington

NZ Heads of Departments Meeting:

Auckland (Margot Buchanan-Oliver)  
Waikato (Asad Mohsin)  
Canterbury (Paul Ballantine)  
Otago (Rob Aitken)  
Victoria (Dan Laufer)  
Massey (Andrew Murphy)